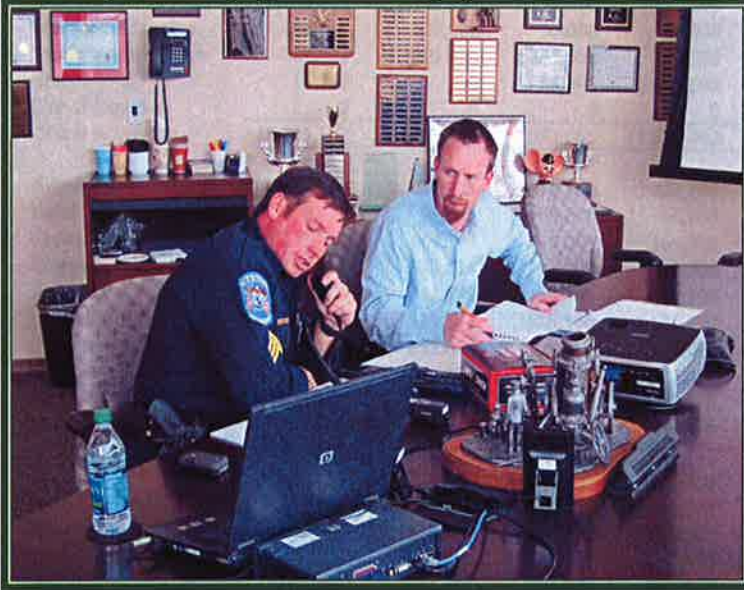


The City of New Brighton 2014 Budget

The City That Works For You

Provide for the Safety and Security of the Community



Assuring a clean, well-kept living environment



Promote a Healthy Business Climate



City government providing quality services



CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

ADMINISTRATION

Service Description

The City Manager's Office is responsible for overseeing service delivery and operations for all municipal departments. It supports the Mayor and City Council's policy-making responsibilities and supports the Council decision making process through the preparation of Council agendas and supporting materials. The City Manager is responsible for ensuring that Council policy directions are implemented in a timely and professional manner. This department handles all human resources and labor relation activities, including personnel hiring and firing, staff evaluations, contract negotiations, benefits review and administration, and staff training.

- Ensures that the 2013-2015 Strategic Plan is implemented successfully by the City
- Provide leadership & support to Council
- Manage human resource related functions and organizational trainings
- Ensure effective communication with the public and staff
- Collaborate and liaison with organizations, community groups, and neighboring cities
- Promote & enhance efficiencies and responsiveness in the City
- Encourage citizen engagement

In 2013, the City Council approved the implementation of a strategic plan for the years 2013 through 2015. The City Council adopted the following strategic priorities for the City:

1. Financial Sustainability;
2. Effective Governance;
3. Community Engagement;
4. Economic Development;
5. Operational Excellence;
6. Workforce Engagement and Development.

The City's strategic plan also includes key performance indicators (KPI's), measurements, targets, and strategic initiatives that the City Manager is responsible for managing and successfully achieving the goals and objectives that are defined in this plan. The intent of the strategic plan is to safeguard and sustain future success for the City.

Administration staff manages marketing and communication efforts with the public. Staff produces newsletters, news releases, flyers, and other communication efforts, including the City webpage, and cable TV programming. Municipal events are coordinated through this office, with staff interacting with various community groups.

The City Manager's shared office staff functions as the City Hall receptionist to the public on the phone and in person. Office Assistants provide front desk staffing for Administration, Community Development, and Engineering, being the first point of contact with customers at City Hall. Administration staff supports building permits and inspection services as well.

The City Manager's Office, in conjunction with the City Council, is active in monitoring and participating in legislative activities, and professional liaison work. City Advisory Commission members and other municipal volunteers are recruited and processed through Administration.

The City's technology efforts are the responsibility of the City Manager's Office. This includes the maintenance and development of the City's network computer system, telephone systems, and other technology-related services and equipment that are maintained by the IT Department.

The City belongs to many local, regional, state, and national organizations and associations that focus on the needs of municipalities. The City Manager's office manages these memberships. The Mayor, City Council, and City Manager are all actively involved in these types of activities and the leadership of these associations throughout the year.

Personnel Status

	# of People	Position	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full-Time						
	1	City Manager	1.00	1.00	1.00	1.00
	1	Assistant to the City Manager	1.00	1.00	1.00	1.00
	1	Office Assistant	1.00	1.00	1.00	1.00
	1	Office Assistant	1.00	1.00	1.00	1.00
	.25	Office Assistant-Seasonal	0.00	0.00	0.25	0.25
Total			4.00	4.00	4.25	4.25

Proposed Changes to Service Level or Revenue

The 2014 budget maintains current services levels within the Administration Department.

In August 2006, the City began providing personnel for cable services to the City of Arden Hills. This agreement will continue in 2014 and the expenditures are offset by revenue generated.

In April 2012, the City began providing human resource consultant services to the City of St. Anthony. This agreement will continue in 2014 and the expenditures are also offset by revenue generated.

Strategic Opportunities and Challenges

- The successful implementation of the three year strategic plan that was adopted by the City Council in 2013.
- The City Manager's office will continue to search for and be open to joint powers/shared service type relationships with other public organizations in an effort to provide cost effective services.
- The recruitment of personnel is costly and intensive. The use of more cost effective techniques, such as the internet, continues to enhance our efforts to reach the public.
- A significant challenge will relate to maintaining active engagement in legislative policy discussions that impact New Brighton, especially regarding financial issues. As a fully developed community, New Brighton tax base is very stable. However, as a result, it is

also very sensitive to variations in revenue streams. One of New Brighton's objectives is to strive to have a diversified revenue base that is sensitive to community demographics and is stable in meeting the community's long term needs.

- There will be a focus on our organizational development and emphasis on the importance of our City employees in the delivery of public services.
- The City continues to move towards digital record keeping with the implementation of its laserfische and scanning system; in 2008 the Council packets were made available on the City's website and the City has begun outsourcing the scanning of other City records.
- In 2013, the City implemented paperless packets through the implementation of the Granicus System for City Council meetings and work sessions. The Granicus system has improved the public's ability to view council meeting agendas and videos through the City's webpage.
- In 2013, the City of New Brighton implemented the Fix 311 software program that allows the public to report issues or concerns to City staff using a smart phone application. The Fix 311 software program will allow the public to report issues or concerns pertaining to the City in a quicker more efficient manner utilizing this new technology.
- In 2013, the City of New Brighton also updated the City's webpage to make it more modern looking and user friendly for our residents to obtain and receive information regarding the services that are offered by the City.

**2014 BUDGET
ADMINISTRATION
101-41112**

		2011	2012	2013	2013	2014	2014	2014	2014	2014	2014
		Actual	Actual	Amended	Projected	Dept.	% Change	City Mgr	% Change	Adopted	% Change
				Budget	2013	Requested	13/14	Budget	13/14	Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	335,090	342,481	358,000	358,000	370,400	3.46%	370,400	3.46%	370,400	3.46%
Overtime	1110	585	129	0	5,300	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Severance Pay	1400	2,727	(38)	300	0	900	200.00%	900	200.00%	900	200.00%
Mileage	1500	4,800	4,800	4,800	4,800	4,800	0.00%	4,800	0.00%	4,800	0.00%
FICA	1640	25,392	25,749	26,800	26,800	27,900	4.10%	27,900	4.10%	27,900	4.10%
PERA	1645	22,101	22,767	23,800	23,800	24,600	3.36%	24,600	3.36%	25,000	5.04%
Insurance	1650	40,709	34,402	35,300	39,500	46,100	30.59%	46,100	30.59%	46,100	30.59%
Workers Compensation	1660	1,900	1,800	1,900	1,900	2,200	15.79%	2,200	15.79%	2,200	15.79%
CC Membership	1675	1,470	875	1,900	1,100	1,000	-47.37%	1,000	-47.37%	1,000	-47.37%
TOTAL		434,774	432,965	452,800	461,200	477,900	5.54%	477,900	5.54%	478,300	5.63%
MATERIALS AND SUPPLIES											
General Materials	2170	4,699	1,041	2,500	3,000	2,500	0.00%	2,500	0.00%	2,300	-8.00%
Books & Periodicals	2250	449	449	750	1,000	800	6.67%	800	6.67%	800	6.67%
Small Equipment	2280	90	0	750	800	800	6.67%	800	6.67%	800	6.67%
TOTAL		5,238	1,490	4,000	4,800	4,100	2.50%	4,100	2.50%	3,900	-2.50%
CONTRACTUAL SERVICES											
Professional Services	3300	23,684	26,906	24,000	32,000	25,000	4.17%	25,000	4.17%	25,000	4.17%
Arbitration	2,000										
Health Partners-EAP	1,500										
ABG of Red Wing	15,000										
Annual Council-Department Retreat	3,500										
ABG-COBRA Administration	1,000										
Promotions	3309	3,698	1,376	4,700	7,000	8,000	70.21%	8,000	70.21%	8,000	70.21%
Annual Town Hall Meeting	1,800										
Annual Neighborhood Meetings	200										
Annual Employee Recognition Breakfast	5,000										
Misc Promotional Activities for the City	1,000										
Postage	3330	0	1,800	2,000	1,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
Printing & Publishing	3340	8,185	7,339	8,100	9,000	8,100	0.00%	8,100	0.00%	8,100	0.00%
Legal Postings	3,000										
Printing-In the Neighborhood (3 times/yr-\$675.00 Per Issue)	2,100										
Andy Solvadt-TECKNA-N/letter Layout	1,500										
Accurate Press-Neighborhood Meeting Postcards	1,500										
Memberships & Dues	3360	125,805	131,367	127,000	133,500	142,600	12.28%	142,600	12.28%	142,600	12.28%
Community Partners w/Youth	12,000										
Northwest Youth and Family Services	36,100										
North Suburban Communication Commission (Cable)	57,000										
North Metro Mayors Association	4,000										
League of MN Cities	16,500										
Assoc. of Metro Municipalities	7,500										
Nat'l League of Cities	2,000										
I-35W Corridor Coalition	4,000										
ICMA	1,500										
Ramsey County League of Local Government (RCLLG)	1,000										
MAMA-Lotter	50										
MPELRA - Johnson	200										
MCMA - Lotter/Johnson	300										
MAMA-Johnson	50										
IPMA - HR Johnson	150										
Twin City North Chamber	250										
Training	3370	4,641	5,515	6,500	10,500	9,000	38.46%	9,000	38.46%	9,000	38.46%
Recruitment Costs	3373	1,067	0	700	700	1,000	42.86%	1,000	42.86%	1,000	42.86%
Subsistence	3375	5,837	8,952	7,000	9,000	9,000	28.57%	9,000	28.57%	9,000	28.57%
Travel	3380	905	3,261	3,000	3,000	3,500	16.67%	3,500	16.67%	3,500	16.67%
Risk Mgmt. Internal Charge	3563	6,000	5,600	5,400	5,400	4,400	-18.52%	4,400	-18.52%	4,400	-18.52%
Info. Tech. Internal Charge	3564	31,000	30,400	31,200	31,200	31,800	1.92%	31,800	1.92%	30,800	-1.28%
Other Services	3590	8,458	12,307	5,000	16,000	8,000	60.00%	8,000	60.00%	8,000	60.00%
First Lab-Qtrly CDL Alcohol/Drug Testg	1,000										
Pre-Employment Physical Exams	1,000										
Return to Work Physical Exams	500										
Misc Consultation/Services	3,000										
Other Expenses	2,500										
Audit & Financial	3701	238	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		219,518	234,823	224,600	258,300	252,400	12.38%	252,400	12.38%	251,400	11.93%
TOTAL		659,530	669,278	681,400	724,300	734,400	7.78%	734,400	7.78%	733,600	7.66%

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

LEGAL

Service Description

The City of New Brighton benefits from the maintenance of professional legal services, both in the area of civil and criminal legal matters. The City retains the services of Kennedy and Graven for civil matters. The City also utilizes the law firm of Hughes and Costello for municipal prosecution matters. On occasion, the City needs other legal services associated with special matters, such as environmental or personnel issues. On these occasions, other legal consultants are contracted.

Proposed Changes to Service Level or Revenues

The current budget situation requires a more stringent management strategy for the legal services received by the City. While no formal service level changes are proposed in this area, staff has been directed to reduce, wherever feasible, the use of our City Attorney. Obviously, where real or potential legal exposure exists, or where a formal legal opinion is required, the City Attorney will be used as necessary. Already, however, the City has implemented the practice of not requiring the City Attorney at City Council meetings, except where the potential for a legal problem could arise.

Personnel Status and Strategy

This department does not have any direct personnel costs

Strategic Opportunities and Challenges

Ongoing management regarding the extent of legal services will continue. The City of New Brighton currently benefits from excellent contracted legal services, in all areas, yet strives to be conservative in the extent of their use. It will be important to try to minimize the level of legal services necessary. This is accomplished through regular review of needs and issues that can be resolved without the use of legal help.

**2014 BUDGET
LEGAL
101-41115**

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Amended Budget	Projected 2013	Dept. Requested Budget	13/14	City Mgr Recommend Budget	13/14	Adopted Budget	13/14
CONTRACTUAL SERVICES											
Professional Services	3703	106,412	91,505	103,000	95,000	103,000	0.00%	103,000	0.00%	103,000	0.00%
Prosecuting Attorney	55,750										
City Attorney top hourly rate is \$151	47,250										
Other Services	3590			2,000	1,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
TOTAL		106,412	91,505	105,000	96,000	105,000	0.00%	105,000	0.00%	105,000	0.00%
TOTAL		106,412	91,505	105,000	96,000	105,000	0.00%	105,000	0.00%	105,000	0.00%

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

CENTRAL SERVICES

Service Area Description

This general budget section provides a location for the City to fund items and activities that impact the entire organization. It includes such things as utilities and postage expenses. It also provides for City Hall maintenance costs and certain equipment maintenance contracts. Historically, this department area has also provided nominal appropriations for special studies that have an impact on the entire organization.

Proposed Changes to Service Level or Revenue

- There are not any proposed changes to service levels or revenues in this area.

Personnel Status and Strategy

This budget area does not include any specific personnel.

Strategic Opportunities and Challenges

- Maintenance expenses for municipal facilities are a significant and important responsibility.

MATERIALS AND SUPPLIES

CONTRACTUAL SERVICES

9

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

FINANCE

• FINANCE, ELECTIONS, LICENSE BUREAU

Service Description

The Finance Department performs a vital role for the City to implement its *Vision to be the preferred place, to live, work and play*. Through its efforts with accounting, financial reporting processes, and system of internal controls the City's *Value - Accountability & Integrity in Service Delivery* and the City's *Mission - By working in partnership with our citizens, we are committed to guaranteeing that their investment in New Brighton will be protected and will be returned to them in financial and social dividends* are achieved. Specifically, the Finance Department's support services include processing accounts payable, accounts receivable, payroll, maintaining the City's investment portfolio, recordkeeping for our capital assets and infrastructure, and accounting and financial reporting. It is also heavily involved in the preparation of the City's annual budget and long-range financial plans. Finance oversees the City's debt management and obtaining comprehensive property, liability and workers compensation insurance coverage. The Department coordinates the annual audit of the City's financial transactions, accounting records, and annual financial statements. The City has received the Certificate of Achievement for Excellence in Financial Reporting for its annual financial reports for twenty two consecutive years. The Government Finance Officers Association of the United States and Canada presents this prestigious award to those governments whose annual financial reports achieve the highest standards in government accounting and financial reporting.

- Provide financial management of City resources
- Perform City Clerk duties
- Manage finances of City utilities, including utility billing
- Operate the License Bureau
- Conduct and manage elections
- Coordinate the preparation of the annual operational budgets
- Prepare financial reports including the annual financial statements
- Manage the capital budgets and other long-term financial plans
- Perform debt management responsibilities
- Perform accounting duties, such as accounts payable, payroll and accounts receivable

In addition to the General Fund, five enterprise operations and six internal service operations are supported by the Finance Department. The City maintains enterprise funds to account for the operations of the Water, Sewer and Stormwater utilities, Street Lighting and the municipal Golf Course. Enterprise funds are used by governmental units to account for services provided to the general public on a user charge basis. The Finance Department prepares a rate study to ensure that utility rates are sufficient to cover the cost of providing the services. Activities and operations that provide services to departments of the City on a cost reimbursement basis are accounted for by internal service funds. The six internal service funds

of the City are Risk Management, Compensated Absences, Fleet Replacement, Non-Fleet Replacement, Pavement Management and Information Technology.

The accounts receivable function includes utility billing. Water meters are read and customers are billed on a quarterly basis. The City Council approves utility rates after considering the recommendations given in the rate study. Changes in utility rates are implemented according to their adopted resolution. Sanitary sewer is not a metered service. Sewer rates are determined by the amount of water consumed during the respective customer's winter quarter. Each year the accounts receivable clerk will re-calculate each customer's quarterly sewer charge.

The functions of the City Clerk are provided by the Finance Department. These functions include records retention, assisting with the maintenance of records related to the city code, ordinances, resolutions, and minutes, as well as conducting national, state, county and city elections. This involves recruiting and training 30-60 election judges and other staff, preparing local precincts, and managing voter registration, requests for absentee ballots, and absentee voting.

New Brighton's License Bureau operations are the responsibility of the Finance Department. The operations facilitate the sale of Minnesota motor vehicle license plates and tabs, DNR fishing and hunting licenses, and processing of motor vehicle title transfers. The City retains a small portion of the fees with the vast majority going to the State. The City's License Bureau revenues exceed its operating costs. This net contribution provides an alternative revenue source to the overall General Fund budget, thereby reducing a little pressure on the operating tax levy.

Proposed Changes in Service Level or Revenue

- Research financial systems software for potential replacement. Converting to new financial systems software is anticipated to be a very significant effort during the next couple of years.

Personnel Status and Strategy

	# of People	Position	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full-Time	1	Director	1.00	1.00	1.00	1.00
	1	Assist. Finance Director	1.00	1.00	1.00	1.00
	1	Accountant 2	1.00	1.00	1.00	1.00
	1	Accountant 1	1.00	1.00	1.00	1.00
	1	Acct. Clerk/Acct. Receivable	1.00	1.00	1.00	1.00
	1	Deputy City Clerk/Office Asst.	1.00	1.00	1.00	1.00
	1.5	License Bureau Clerk	1.00	1.00	1.00	1.50
Total	7.5		7.00	7.00	7.00	7.50

Strategic Opportunities and Challenges

- Continued efforts will be required to refine, update and implement our long-term financial strategies, such as the long-term capital assets financing plan for replacement of our vehicles and equipment as part of the Fleet and Non-Fleet plans, and the Pavement Management plans.
- The current financial software is outdated and needs to be replaced. Proposals to provide fully-integrated municipal software applications including general ledger, utility billing, payroll, accounts payable, accounts receivable, and budgeting will be solicited. The potential conversion will occur over a multi-year period.
- Financial sustainability has been identified as a priority of the City Council. Three initiatives have been identified to help obtain this goal. These three initiatives have different timeframes for completion but will occur to some extent during 2014.
 - The first initiative is to review the City's reserve balances, determine the long-term financial plans as to purpose and projections, and to report on their status on a periodic basis.
 - The second initiative is to conduct a study of "non-tax" revenues to determine their long-term sustainability.
 - The third initiative is to implement a debt management plan, identifying both internal and external factors affecting the City's bond rating and to formalize the debt issuance approach.

**2014 BUDGET
FINANCE
101-42113**

		2011	2012	2013	2014	2014	2014	2014	2014	2014
		Actual	Actual	Amended	Dept.	City Mgr	City Mgr	City Mgr	City Mgr	City Mgr
				Budget	Requested	Recommend	Recommend	Recommend	Recommend	Recommend
				2013	Budget	% Change	% Change	% Change	% Change	% Change
						13/14	13/14	13/14	13/14	13/14
PERSONNEL SERVICES										
Regular Wage	1100	287,212	298,479	295,500	295,500	301,400	2.00%	301,400	2.00%	301,400
Overtime	1110	410	403	3,800	3,800	3,900	2.63%	3,900	2.63%	3,900
Severance Pay	1400	(7,600)	6,700	100	100	800	700.00%	800	700.00%	800
FICA	1640	20,979	21,834	22,800	22,800	23,400	2.63%	23,400	2.63%	23,400
PERA	1645	20,696	21,267	21,700	21,700	22,100	1.84%	22,100	1.84%	22,500
Insurance	1650	29,469	35,428	36,500	38,900	38,300	4.93%	38,300	4.93%	38,800
Workers Compensation	1660	1,200	1,200	1,300	1,300	1,100	-15.38%	1,100	-15.38%	1,100
CC Membership	1675	268	0	100	100	0	-100.00%	0	-100.00%	0
TOTAL		352,634	385,311	381,800	384,200	391,000	2.41%	391,000	2.41%	391,900
MATERIALS AND SUPPLIES										
Miscellaneous Materials	2170	842	704	1,200	1,100	1,200	0.00%	1,200	0.00%	1,100
Books & Periodicals	2250	22	159	400	300	300	-25.00%	300	-25.00%	300
Small Equipment	2280	0	1,807	400	300	400	0.00%	400	0.00%	300
TOTAL		864	2,670	2,000	1,700	1,900	-5.00%	1,900	-5.00%	1,700
CONTRACTUAL SERVICES										
Professional Services	3300	1,484	1,476	1,800	1,600	1,700	-5.56%	1,700	-5.56%	1,700
Postage/Delivery	3330	0	0	200	200	200	0.00%	200	0.00%	200
Printing & Publishing	3340	2,100	1,976	6,200	5,700	5,700	-8.06%	5,700	-8.06%	5,700
Subscriptions & Dues	3360	988	1,205	1,800	1,800	1,800	0.00%	1,800	0.00%	1,800
Training	3370	996	125	4,400	3,000	5,100	15.91%	5,100	15.91%	5,100
Tuition Reimbursement	3371	0	0	0	0	2,000	#DIV/0!	2,000	#DIV/0!	2,000
Subsistence	3375	357	79	2,500	1,000	1,000	-60.00%	1,000	-60.00%	1,000
Travel	3380	1,260	855	2,400	1,600	1,900	-20.83%	1,900	-20.83%	1,900
Maintenance:	3510	32,054	32,995	34,500	34,500	35,500	2.90%	35,500	2.90%	35,500
Non-Fleet	3561	1,600	1,600	1,700	1,700	1,800	5.88%	1,800	5.88%	1,600
Risk Mgmt. Internal Charge	3563	4,000	4,000	3,900	3,900	3,200	-17.95%	3,200	-17.95%	3,200
Info. Tech. Internal Charge	3564	52,500	50,500	50,700	50,700	51,900	2.37%	51,900	2.37%	46,500
Other Services	3590	1,328	4,317	3,200	4,000	4,100	28.13%	4,100	28.13%	4,100
Audit and Financial	3701	35,588	34,767	36,900	35,900	37,400	1.36%	37,400	1.36%	37,400
Legal	3703	168	1,738	500	500	500	0.00%	500	0.00%	500
TOTAL		134,423	135,633	150,700	146,100	153,800	2.06%	153,800	2.06%	148,200
TOTAL		487,921	523,614	534,500	532,000	546,700	2.28%	546,700	2.28%	541,800

PERSONNEL SERVICES

MATERIALS AND SUPPLIES

CONTRACTUAL SERVICES

TOTAL

25,683	42,728	39,200	37,800	54,200	38.27%	54,200	38.27%	54,300	38.52%
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**2014 BUDGET
LICENSE BUREAU
101-42116**

				2013		2014		2014		2014	
		2011	2012	Amended	Projected	Requested	% Change	Recommend	% Change	Adopted	% Change
		Actual	Actual	Budget	2013	Budget	13/14	Budget	13/14	Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	79,266	82,102	78,400	83,300	100,200	27.81%	100,200	27.81%	100,200	27.81%
Overtime	1110	263	953	3,400	3,400	3,400	0.00%	3,400	0.00%	3,400	0.00%
Severance Pay	1400	0	(832)	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
FICA	1640	6,066	6,017	6,300	6,600	7,900	25.40%	7,900	25.40%	7,900	25.40%
PERA	1645	5,533	5,691	5,900	5,900	7,500	27.12%	7,500	27.12%	7,600	28.81%
Insurance	1650	12,394	14,277	14,300	14,300	15,200	6.29%	15,200	6.29%	15,500	8.39%
Workers Compensation	1660	400	300	300	300	400	33.33%	400	33.33%	400	33.33%
CC Membership	1675	0	0	200	200	0	-100.00%	0	-100.00%	0	-100.00%
TOTAL		103,922	108,508	108,800	114,000	134,600	23.71%	134,600	23.71%	135,000	24.08%
MATERIALS AND SUPPLIES											
Materials and Supplies	2170	144	0	200	300	300	50.00%	300	50.00%	300	50.00%
Books & Periodicals	2250	0	0	200	200	200	0.00%	200	0.00%	200	0.00%
TOTAL		144	0	400	500	500	25.00%	500	25.00%	500	25.00%
CONTRACTUAL SERVICES											
Promotions/Advertising	3309	98	0	1,200	500	1,200	0.00%	1,200	0.00%	1,200	0.00%
Memberships & Dues	3360	637	293	700	400	400	-42.86%	400	-42.86%	400	-42.86%
Training	3370	20	20	300	200	300	0.00%	300	0.00%	300	0.00%
Risk Mgmt. Internal Charge	3563	900	800	800	800	600	-25.00%	600	-25.00%	600	-25.00%
Info. Tech. Internal Charge	3564	10,000	9,700	9,800	9,800	10,000	2.04%	10,000	2.04%	9,800	0.00%
Other Services	3590	0	20	3,700	200	0	-100.00%	0	-100.00%	0	-100.00%
Bad Debt Expense	7400		0	400	200	200	-50.00%	200	-50.00%	200	-50.00%
TOTAL		11,655	10,833	16,900	12,100	12,700	-24.85%	12,700	-24.85%	12,500	-26.04%
TOTAL		115,721	119,341	126,100	126,600	147,800	17.21%	147,800	17.21%	148,000	17.37%

**2014 BUDGET
TRANSFERS OUT
101-40000**

		2011	2012	2013	Projected	2014	2014		2014		
		Actual	Actual	Amended	2013	Dept.	% Change	City Mgr	% Change	Adopted	% Change
				Budget		Budget	13/14	Budget	13/14	Budget	13/14
TRANSFERS OUT											
Prior Year correction	9992		1,350								
Debt Service Funds:											
2001 SA Imp., Fund # 362	9992	187,500	2,100								
2003 SA Imp., Fund # 363	9992	227,300									
2004 SA Imp., Fund # 364	9992	128,700	147,500								
2007A SA Imp., Fund #365	9992	15,100	45,900	44,500	44,500	43,200		43,200		43,200	
2009A SA Imp., Fund #366	9992	0	27,900	26,700	26,700	32,700		32,700		32,700	
2010A Cap Imp., Fund #324	9992	393,000	393,000	393,000	393,000	393,000		393,000		393,000	
2011A Cap Imp., Fund #367	9992	0	58,700	15,000	15,000	48,200		48,200		48,200	
2011A Cap Imp., Fund #368	9992	0	276,500	140,400	140,400	0		0		0	
2012A Cap Imp., Fund #369	9992			43,400	43,400	26,800		26,800		26,800	
2012A Cap Imp., Fund #370	9992			132,500	132,500	150,200		150,200		150,200	
2014 Special Assess. Bonds	9992					114,200		114,200		114,200	
Total Debt Service Funds		951,600	951,600	795,500	795,500	808,300	1.61%	808,300	1.61%	808,300	1.61%
Closed Bond Fund	9992			290,400	290,400	0		0		0	
Capital Replacement Funds	9992	0		172,000	172,000	172,000		172,000		172,000	
Fleet	9992		165,639								
Non-Fleet	9992		6,361								
TOTAL		951,600	1,124,950	1,257,900	1,257,900	980,300	-22.07%	980,300	-22.07%	980,300	-22.07%

CITY OF NEW BRIGHTON

STRATEGIC PLAN 2014

COMMUNITY DEVELOPMENT

- REDEVELOPMENT; BUILDING INSPECTIONS & PERMITS; PLANNING & ZONING; HOUSING, CODE ENFORCEMENT & RECYCLING; GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Service Description

The Community Development Department oversees the physical development of the community and enforces ordinances in the areas of building construction, code enforcement, housing and land-use. The department works with elected officials, advisory commissions, citizens, and businesses to develop plans designed to maintain and improve the community and ensure a healthy residential and business environment.

- Ensure high quality construction & maintenance of developments
- Maintain quality neighborhoods & housing stock
- Ensure a safe built environment
- Contribute to the City's financial & economic strength

Community Development leads the City's redevelopment and economic development efforts. It strives to maintain and improve the City's economic vitality and ensure New Brighton is a preferred place to live, work, play and do business.

The City has a Zoning Code and a Comprehensive Plan to ensure safe and orderly development and compatible land uses. These documents guide where and what type of building occurs. The City enforces the International Building Code (IBC) through the issuance of building permits and inspection of buildings under construction. The goal of the IBC is to ensure buildings are constructed safely.

Community Development manages the City's curbside recycling program and the annual household Clean-up Day events. The programs are designed to encourage residents to recycle and keep their properties clean and neat.

In addition, the department also provides support through its Geographic Information Systems (GIS) services to other departments. GIS staff maintains the City's property database, assists in technical analysis, and prepares various maps. This information is very important for day-to-day operations and long term planning/policymaking.

Proposed Changes to Service Level or Revenue

Overall the Community Development Department budget for 2014 (including recycling) is \$951,100 or \$28,500 higher than 2013. This represents a 3.1 percent increase over 2013. There are several factors driving this overall decrease, which are described on the next page.

Expenditures

Personnel Services

Personnel services is expected to increase by \$15,200 or 2.6 percent, due to projected increases in salaries and associated benefit levels. The biggest component is an anticipated increase in health insurance costs. There are no changes in staffing levels for the department in 2014; however there will likely be some savings with the hiring of a new Building Official at a lower salary step. Two staff persons are still moving through their salary steps, however, the majority of the department is at the top step. With the hiring of a new Building Official at a lower step, other employee step increases, and the increase in health insurance costs, the projected personnel budget is slated to increase approximately 2.6%.

Materials and Supplies

The material and supplies budget have been held flat for 2014. It is worth noting that a small savings may occur in 2013 as a result of delaying the purchase of books and periodicals related to adoption of the new Building Code. The adoption of this code was expected in 2013, but is delayed to 2014, thus delaying the purchasing of new books.

Contractual Services

Overall, the contractual services budget for 2014 was held flat. Within this expense category, most expenses were held flat or adjusted to maintain fiscal discipline. Internal charges for fleet and information technology were increased. CD staff has been deferring the replacement of vehicles for a couple years. Based on current information, it's possible all three Community Development vehicles would be slated for replacement in 2015. The Code Enforcement vehicle, Toyota Prius, is nearing 12 years old and is the oldest vehicle in Community Development's fleet. Based on the current condition of this vehicle, age, and inspection reports, it's likely this vehicle will be replaced in 2015, assuming no major maintenance issues occur in 2014. The other two Community Development vehicles are in slightly better condition.

Recycling Program

In this first half of 2013, the City Council extended the current contract with Allied Waste for single-sort recycling services in 2014 thru 2016. The contract extension represents a rate increase per household, per month of 0.14 or \$10,093 for the calendar year. Staff built in an additional 20 households in the event the Pulte project brings additional units in 2014, which is expected. Also, in response to past comments from Council and the public, staff budgeted for two clean up days in 2014. Based on information supplied from the Clean-Up Day contractor, this cost is projected to increase 5-10%. While still competitive in the marketplace, this represents an approximate \$600 increase. The materials and supplies budget has been held flat. With the increase in recycling rates and clean-up day fees, the recycling budget is slated to increase by \$13,300 or just over six percent. Staff would recommend a fee increase to help cover most of this cost.

Revenues

The three primary sources of departmental revenues include building permits, charges for services, and recycling program fees. Overall, revenues (\$893,200) are projected to increase slightly at less than one percent or \$5,900 for 2014.

Building Permits

Building permit activity is very difficult to predict from year to year. In 2013, Reed's Construction Data anticipated that residential remodeling would increase by 4.7 percent. Historical analysis had indicated that New Brighton typically follows national trends and as such projected a five percent building permit revenue increase for 2013. However, that increase hasn't been fully felt in New Brighton and overall, 2013 demonstrated that full confidence hasn't yet returned with regard to permit activity. Even though Reed's Construction data anticipates an 8.4 percent increase in construction activity for 2014, staff proposes to hold building permit revenue flat.

Charges for Services

This category is comprised of internal costs for staff time and overhead that is charged to the Tax Increment Financing District funds and the recycling program. Several staff within the department and in other departments log time spent on development-related tasks (mostly New Brighton Exchange). While recycling administrative costs were increased (\$1,200), the development charges were held flat for 2014.

Recycling Revenues

As previously mentioned, recycling fees are proposed to be increased to help cover the cost of the increase rate in recycling per household, as well as a projected ten percent increase in clean-up day charges.

Strategic Opportunities and Challenges

There are several strategic opportunities and challenges facing the Community Development Department in 2014 and beyond.

- Redevelopment of the New Brighton Exchange will be a major focus of the department's efforts next year. Major undertakings that are anticipated, include the following:
 - Redevelopment: The City has entered into a Private Contract for Redevelopment with Pulte Homes that is proposing to build single-family homes on a 27 acre tract of land. This project would continue the development progress made with the APi Headquarters building and The View Apartments. APi Group, Inc. and the City have also agreed to a Term Sheet for an expansion to their corporate headquarters site onto adjacent land. It is anticipated the City and APi will enter into a Contract for Private Redevelopment by the end of 2013.

- Marketing: The City has been working with Colliers International and Ryan Companies to market the commercial sites on the east side of Old Highway 8. So far, no projects have materialized. Both groups are tracking marketing activity and identifying potential users.
- Planning & Zoning: There is continued interest in re-examining the City's land use policies and regulations. Over the last couple of years, staff has reviewed temporary sign regulations and landscaping standards. Other potential topics include recodification of the Zoning Code to reflect current zoning terminology and nomenclature. Staff is also contemplating a shift toward using on-line service to maintain and update the Zoning Code.
- Building Inspections: The biggest issue in 2014 will be implementation of the IBC Code update and associated training needs. This update was initially anticipated to occur in 2013, however, has been delayed to 2014.
- Code Enforcement/Recycling: Staff continues to deal with an increasing number of hoarding and "clutter houses". In many instances the remedies are temporary. This has been a growing problem is likely to persist as the population ages. Ramsey County has also implemented a performance measurement system with regards to recycling, which is being tied to future SCORE funding. SCORE funds help subsidize administration of the City's recycling program. One of the County's expectations is that cities will enhance outreach efforts and program offerings, such as recycling collection in multifamily buildings or adding organics collection – all of which have financial implications. Some minor details related to the performance measurements were implemented into the extended contract with Allied Waste, which goes into effect in 2014.
- Geographic Information Systems: The City is relying more and more on the use of technology and communicating information on-line. Historically, GIS has been focused on data management and mapping applications. In the future, staff would like to move ahead with a more comprehensive GIS approach to include enhanced data analysis. This service could greatly internal/external customer service.

Personnel Status and Strategy

No additional full-time staffing needs have been identified for 2014.

	# of People	Position	FTE 2011	FTE 2012	FTE 2013
Full-Time					
	1	Director	1.00	1.00	1.00
	1	Planner	1.00	1.00	1.00
	1	GIS. Specialist	1.00	1.00	1.00
	1	Building Official	1.00	1.00	1.00
	1	Code Enforcement Officer	1.00	1.00	1.00
	1	Building/Code Inspector	1.00	1.00	1.00
Total	7		6.00	6.00	6.00

**2014 BUDGET
COMMUNITY DEVELOPMENT
101-43151**

		2014						2014		2014	
		2011	2012	2013	Projected	Dept.	% Change	City Mgr	% Change	Adopted	% Change
		Actual	Actual	Amended Budget	2013	Requested Budget	13/14	Recommend Budget	13/14	Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	402,628	447,643	448,700	436,300	455,400	1.49%	458,600	2.21%	459,000	5.20%
Severance Pay	1400	2,639	(6,212)	6,100	6,100	2,900	-52.46%	2,900	-52.46%	2,900	-52.46%
FICA	1640	30,041	33,581	34,300	33,400	34,900	1.75%	35,100	2.33%	35,100	5.09%
PERA	1645	29,188	32,320	32,500	31,600	33,000	1.54%	33,200	2.15%	33,900	7.28%
Insurance	1650	43,792	50,411	53,800	52,500	60,600	12.64%	60,600	12.64%	60,600	15.43%
Workers Compensation	1660	1,900	1,600	1,700	1,700	2,900	70.59%	2,900	70.59%	2,900	70.59%
Unemployment	1670	3,590	979	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
CC Membership	1675	407	407	1,400	400	400	-71.43%	400	-71.43%	400	0.00%
TOTAL		514,185	560,729	578,500	562,000	590,100	2.01%	593,700	2.63%	594,800	5.84%
MATERIALS AND SUPPLIES											
General Materials	2170	966	712	1,500	1,500	1,500	0.00%	1,500	0.00%	1,400	-6.67%
Books & Periodicals	2250	23	0	1,000	0	1,000	0.00%	1,000	0.00%	1,000	#DIV/0!
Uniforms	2260	241	190	800	800	800	0.00%	800	0.00%	800	0.00%
Small Equipment	2280	1,578	0	2,000	2,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
TOTAL		2,808	902	5,300	4,300	5,300	0.00%	5,300	0.00%	5,200	20.93%
CONTRACTUAL SERVICES											
Professional Services	3300	9,260	1,956	9,000	9,000	13,000	44.44%	13,000	44.44%	13,000	44.44%
Electrical Inspections	3301	20,195	26,834	30,000	20,000	30,000	0.00%	30,000	0.00%	30,000	50.00%
Postage	3330	0	26	1,300	1,300	1,300	0.00%	1,300	0.00%	1,300	0.00%
Printing & Publishing	3340	609	644	3,500	3,500	3,500	0.00%	3,500	0.00%	3,500	0.00%
Subscriptions & Dues	3360	670	455	3,500	1,000	3,500	0.00%	3,500	0.00%	3,500	250.00%
Training	3370	2,747	2,669	6,500	6,500	6,500	0.00%	6,500	0.00%	6,500	0.00%
Subsistence	3375	179	161	3,000	500	3,000	0.00%	3,000	0.00%	3,000	500.00%
Travel	3380	141	427	2,000	500	2,000	0.00%	2,000	0.00%	2,000	0.00%
Maintenance:	3510	0	11,083	11,000	11,000	7,000	-36.36%	7,000	-36.36%	7,000	-36.36%
PermitWorks support (Tautges,Redpath)											
Fleet Internal Charge	3562	5,700	5,900	6,100	6,100	6,300	3.28%	6,300	3.28%	6,300	3.28%
Risk Mgmt. Internal Charge	3563	5,500	5,400	5,200	5,200	3,700	-28.85%	3,700	-28.85%	3,700	-28.85%
Info. Tech. Internal Charge	3564	36,700	35,700	36,000	36,000	37,300	3.61%	37,300	3.61%	36,700	1.94%
Credit Card Fees	3585	0	0	5,000	3,000	5,000	0.00%	5,000	0.00%	5,000	0.00%
Other Services	3590	10	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Audit & Financial	3701	665	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Legal Costs	3703	44	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt Expense	7400	0	120	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		82,420	91,375	122,100	103,600	122,100	0.00%	122,100	0.00%	121,500	-0.49%
TOTAL		599,413	653,006	705,900	669,900	717,500	1.64%	721,100	2.15%	721,500	2.21%

**2014 BUDGET
RECYCLING PROGRAM
101-43152**

						2014			2014		
		2011	2012	2013	Projected	2014	City Mgr		2014		
		Actual	Actual	Amended	2013	Dept.	% Change	Recommend	% Change	Adopted	% Change
		Actual	Actual	Budget		Requested	13/14	Budget	13/14	Budget	13/14
MATERIALS AND SUPPLIES											
General Materials	2170	60	0	300	300	300	0.00%	300	0.00%	300	0.00%
TOTAL		60	0	300	300	300	0.00%	300	0.00%	300	0.00%
CONTRACTUAL SERVICES											
Postage	3330	1,279	1,000	2,600	2,700	2,700	3.85%	2,700	3.85%	2,700	3.85%
Printing & Publishing	3340	2,387	2,454	6,000	6,000	6,000	0.00%	6,000	0.00%	6,000	0.00%
Waste Removal	3351	188,716	183,938	185,000	186,000	197,000	6.49%	197,000	6.49%	197,000	6.49%
Other Services	3590	21,700	22,212	22,800	22,800	24,000	5.26%	24,000	5.26%	24,000	5.26%
Adm fee	22,100										
TOTAL		214,082	209,604	216,400	217,500	229,700	6.15%	229,700	6.15%	229,700	6.15%
TOTAL		214,142	209,604	216,700	217,800	230,000	6.14%	230,000	6.14%	230,000	6.14%

CITY OF NEW BRIGHTON

STRATEGIC PLAN 2014

PARKS & RECREATION

- **PARKS, FORESTRY, PROGRAMS and
NEW BRIGHTON COMMUNITY CENTER**

Service Description

The Parks & Recreation Department strives to enhance the quality of life for New Brighton citizens and visitors through high quality services and facilities. Parks and recreation programs and facilities contribute to the overall health of a community, neighborhoods, and individuals. New Brighton offers park facilities and recreation programs/activities year round for residents of all ages and abilities. These services encourage healthy lifestyles, increase property values, develop community pride, protect the environment, and relieve stress.

- Maintain parks, trails, and open space to ensure safety and cleanliness.
- Provide quality & diverse recreation programs that meet the needs of our community.
- Manage the New Brighton Community Center in a cost-effective manner that provides positive experiences for all visitors.

The department consists of five separate divisions: parks maintenance, forestry management, recreation programs, New Brighton Community Center and Brightwood Hills Golf Course (details included in Enterprise Operation section of the Strategic Plan). The City employs 11.5 full-time and seven permanent part-time. In addition the park and recreation department is the city's largest employer of part-time and seasonal staff.

Playground equipment, trails, ball diamonds, soccer and football fields, disc golf, skate boarding and climbing equipment, tennis, pickleball and basketball courts are maintained for the community to enjoy. The Parks crew maintains 13 parks containing of 160 acres of park and open space in addition to miles of trails for walking, running, biking, and inline skating. The Parks crew began mowing, pruning, and maintaining the New Brighton Exchange acres and took on the tree treatment of Emerald Ash Borer in 2010. The department also operates four Neighborhood Centers. Annually, the Neighborhood Centers host 170 events and 48 community group meetings. Each center has knotty pine walls, fireplaces, tables, and chairs, making them ideal for neighborhood gatherings, meetings, business rentals, or family functions. The City offers the neighborhood centers, park fields, and equipment for reservation/rental to the public.

In the forestry division, the City is currently focusing on Emerald Ash Borer (EAB), Dutch Elm, Oak Wilt and hazardous trees. The City initiated an EAB injection program in 2010 for boulevard and selected park trees; reapplication occurred in 2012 on half the boulevard trees and the other half of the trees in 2013. In addition the City provided residents with a list of qualified contractors to treat Emerald Ash Borer. The City is proud to have been recognized as a "Tree City USA" for the past 31 years.

Program brochures describing all activities are produced and mailed to homes in New Brighton seasonally. Registration is provided at our website www.newbrightonmn.gov as well as by fax, phone and in person. The department is proud to provide high quality, diverse, accessible, and affordable programs to residents of New Brighton and surrounding communities. Activities range from aquatics programs, dance, gymnastics, full day summer child care, youth and adult sport leagues, senior trips and fitness classes.

The New Brighton Community Center is home to the Parks & Recreation Department and a focal point for the community. It serves as a gathering place for New Brighton and surrounding areas, having over 481,000 visits per year, for recreational, social, and business purposes. Annually, the NBCC hosts over 1,125 birthday parties, 1,085 business rentals, 280 receptions and events, over 220 community group meetings, and has nearly 1,400 active members. In room reservations that equates to 425 more reservations in the past year as compared to the previous year. Its features include a fitness center, walking/running track, gymnasium, fitness studio, the Eagles Nest Indoor Playground, NBCC Banquet & Conference Facility, multi-purpose rooms, and the Exchange Senior Center. In addition, the NBCC leases space to Knotworks Massage, Ramsey County Library, WIC (Women, Infant & Children), and Subway Real Estate LLC.; a new tenant in the fall of 2013. Knotworks Massage became a tenant in 2011 and signed a two year lease. The Ramsey County Library signed a lease agreement in April 2011 and will be a tenant for the next 20 years. WIC's lease began in 2010 and the lease is a 30 year agreement. Subway has a three year lease agree with the option to renew for three (3) consecutive periods of three (3) years each.

Changes to Proposed Service Level or Revenue

The Parks, Recreation, and Trails Strategic Plan was approved by City Council on May 23, 2006. This Strategic Plan was in its planning stages for almost one year. The purpose of this plan is that it provides vision, priorities, goals, policies, and detailed work plans for the future delivery of parks and recreation services. Areas of emphasis include recreation programs, Brightwood Hills Golf Course, trails and sidewalks, public art and youth services. The community had an amazing level of involvement. The City and the consulting firm facilitated a series of public workshops, focus groups, and meetings to learn about the community's park and recreation needs. The information gathered at these meetings, along with a community survey, was the basis for the final plan. Through the Parks, Recreation, and Trails Strategic Plan, the New Brighton Parks and Recreation Department is committed to improving health, protecting natural resources, fostering healthy youth development, sustaining fiscal responsibility and supporting community reinvestments.

Recreation program service levels were reviewed in detail in 2010. Program offerings were reallocated as were staffing levels. Service level changes resulted in staff working to define programs, activities, and services to meet the community's needs.

Capital improvement (fleet and non-fleet) items and the pavement management plan were allotted a funding source. It is important to maintain this funding mechanism so the City's park system infrastructure and equipment remain current and safe. Both the parks and New Brighton Community Center require significant replacements to continue meeting the needs of the system.

In order to maintain high levels of customer service, training is conducted for all regular part-time and seasonal staff. This is accomplished through group trainings and individual based opportunities. The goal is for all employees to be prepared to meet and exceed their job responsibilities on a daily basis.

Marketing of all department services has been enhanced to attract new participants to the City's recreation programs, parks and facilities. An emphasis has been placed on social media, cross marketing services, facilities, promotion to current system users, as well as to increase awareness of the City's parks and recreation services to those not familiar with current opportunities.

The New Brighton Exchange will see added parks, along with trails connecting to Ramsey County Long Lake Regional Park, and a central greenway corridor.

Personnel Status and Strategy

	# of People	Position	FTE 2010	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full-Time							
	1	Director	1.00	1.00	1.00	1.00	1.00
	1	Assistant Director	1.00	1.00	1.00	1.00	1.00
	0	Recreation Program Manager	1.00	0.00	0.00	0.00	0.00
	1	Facilities Manager	1.00	1.00	1.00	1.00	1.00
	3	Recreation Supervisor	2.00	3.00	3.00	3.00	3.00
	1	Parks Superintendent	1.00	1.00	1.00	1.00	1.00
	2.5	Maintenance Worker	2.5	2.5	2.5	2.5	2.5
	1	Office Assistant	1.00	1.00	1.00	1.00	1.00
	1	Lead Custodian	1.00	1.00	1.00	1.00	1.00
	0	Forester	0.00	0.00	0.00	0.00	0.00
	0	Recreation Programmer	1.00	1.00	0.00	0.00	0.00
Total			11.5	11.5	11.5	11.5	11.5
		Full-time Reg. Part-time, Part-time & Seasonal FTEs	18.99	18.33	17.25	17.25	18.62
		Total Parks & Recreation FTEs	30.44	29.83	28.75	28.75	30.12
Recreation Supervisors departed in June 2009 and October 2009 and the Forester resigned in September 2009; positions were not refilled. A Recreation Supervisor position was filled in Sept. 2010. A Recreation Programmer resigned in 2010 and was replaced with a permanent part-time employee.							

Strategic Opportunities and Challenges

- To keep the Parks, Recreation, and Trails Strategic Plan a living document and to promote the plan in all aspects of the department.
- To promote the benefits of parks and recreation to residents, business community, and park system users.
- To utilize technology in a manner that supports efficiency and quality service.
- To provide positive experiences for park system users and participants by providing and maintaining the highest level service and maintenance.
- To support and properly train all part-time and seasonal employees.
- To set fees at a level which maximizes participation and revenue therefore, decreasing the level for tax investment.

- To promote recreational facilities in a consistent and high quality fashion.
- To maintain a positive relationship with the community by ensuring that all parks and recreation staff is accessible to the residents and by working closely with local organizations/associations in the delivery of services.

Parks/Forestry Division

- To continue to maintain the park system infrastructure in a manner that ensures its physical integrity now and in the future.
- To implement new maintenance procedures or invest in new products and/or equipment that will have a long-term cost savings.
- To operate the Neighborhood Centers in a cost-effective manner that promotes cohesive neighborhoods and generates revenue when appropriate.
- To attract and retain fee paying users to the City's park system.
- When applicable, utilize contractual services to perform maintenance duties in the most cost-effective and efficient method.
- To prepare for the increase in public open space and right-of-ways associated with the City's redevelopment efforts.
- To work cooperatively with the Public Works Department in the delivery of City-wide maintenance services.
- To control Dutch elm and oak wilt diseases on public and private properties in accordance with state and city statutes and ordinances.
- Utilize contractual services to perform forestry duties in the most cost-effective and efficient method.
- To manage and control emerald ash borer that threatens thousands of ash tree in New Brighton. This includes tree injections to protect boulevard and selected park ash trees as well as additional plantings to ensure replacement of trees that may be lost to emerald ash borer.

Recreation Programs

- To continually evaluate recreation programs to ensure that the appropriate level of program expenses are covered by user fees.
- To continue the aquatics program by ensuring that all costs associated with the program are covered by revenues.
- To provide recreation programs which are accessible to all demographics.
- To provide positive recreation opportunities throughout the entire year.
- To provide recreation opportunities that promotes strong families.
- To monitor and improve recreation programs to meet the changing expectations of patrons, to increase revenues, and to sustain healthy lifestyles.
- To continue to develop and maintain collaborative programs with neighboring communities and organizations.

New Brighton Community Center

- To be considered the focal point and gathering place for the residents in New Brighton.
- To maintain a collaborative partnership with the Ramsey County Library in New Brighton and develop joint program that benefits both organizations.
- To provide a variety of program options that meet the needs of all demographics at a level that exceeds customer expectations.

- To promote the Eagles Nest Indoor Playground as a regional recreation destination for individuals and groups throughout the Twin Cities and western Wisconsin.
- To maintain a clean, safe and quality facility that provides a positive experience for building visitors.
- To continually monitor and improve new program ideas and rental opportunities.
- To maintain a positive relationship with facility tenants.
- To retain current facility users as well as attract new users through high levels of customer service, building maintenance, updated equipment/furnishings and marketing.

**2014 BUDGET
PARKS
101-44141**

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Amended Budget	Projected 2013	Dept. Requested Budget	13/14	City Mgr Recommend Budget	13/14	Adopted Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	370,774	392,695	403,500	403,500	410,900	1.83%	410,900	1.83%	410,900	1.83%
Overtime	1110	3,086	4,975	9,800	6,800	10,000	2.04%	10,000	2.04%	10,000	2.04%
Severance Pay	1400	2,603	3,808	5,700	5,700	3,900	-31.58%	3,900	-31.58%	3,900	-31.58%
FICA	1640	26,415	28,213	31,600	31,600	32,200	1.90%	32,200	1.90%	32,200	1.90%
PERA	1645	25,664	25,903	26,900	26,900	27,400	1.86%	27,400	1.86%	27,900	3.72%
Insurance	1650	51,319	55,353	57,900	57,900	60,800	5.01%	60,800	5.01%	61,300	5.87%
Workers Compensation	1660	8,000	7,900	8,100	8,100	10,400	28.40%	10,400	28.40%	10,400	28.40%
Unemployment	1670	250	0	1,000	500	1,000	0.00%	1,000	0.00%	1,000	0.00%
CC Membership	1675	1,057	2,193	900	900	1,200	33.33%	1,200	33.33%	1,200	33.33%
TOTAL		489,168	521,040	545,400	541,900	557,800	2.27%	557,800	2.27%	558,800	2.46%
MATERIALS AND SUPPLIES											
Maint Materials	2140	20,034	22,671	21,500	21,500	22,000	2.33%	22,000	2.33%	20,600	-4.19%
General Materials	2170	8,803	12,926	8,500	9,000	9,400	10.59%	9,400	10.59%	8,800	-3.53%
Maintenance Supplies	2171	11,678	11,226	14,000	14,000	14,400	2.86%	14,400	2.86%	13,500	-3.57%
Uniforms	2260	1,751	1,470	600	600	600	0.00%	600	0.00%	600	0.00%
Small Equipment	2280	4,026	4,093	4,500	4,500	4,500	0.00%	4,500	0.00%	4,200	-6.67%
TOTAL		46,292	52,386	49,100	49,600	50,900	3.67%	50,900	3.67%	47,700	-2.85%
CONTRACTUAL SERVICES											
Professional Services	3300	279	0	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
Electricity	3318	21,034	19,402	22,300	22,300	22,300	0.00%	22,300	0.00%	20,900	-6.28%
Natural Gas	3319	4,765	4,461	5,100	5,100	5,100	0.00%	5,100	0.00%	4,800	-5.88%
Utilities	3320	1,496	2,438	2,000	2,000	2,000	0.00%	2,000	0.00%	1,900	-5.00%
Postage	3330	4,900	1,275	4,500	4,000	4,000	-11.11%	4,000	-11.11%	4,000	-11.11%
Printing & Publishing	3340	14,936	17,443	15,000	14,500	14,500	-3.33%	14,500	-3.33%	14,500	-3.33%
Waste Removal	3351	9,231	11,895	10,500	10,500	10,800	2.86%	10,800	2.86%	10,200	-2.86%
Memberships & Dues	3360	3,389	4,412	3,900	3,900	4,000	2.56%	4,000	2.56%	4,000	2.56%
Training	3370	1,479	740	2,200	2,200	2,200	0.00%	2,200	0.00%	2,200	0.00%
Subsistence	3375	1,289	2,912	2,000	2,000	2,200	10.00%	2,200	10.00%	2,200	10.00%
Travel	3380	494	734	1,600	1,400	1,600	0.00%	1,600	0.00%	1,600	0.00%
Maintenance-Equipment											
Buildings & Grounds	3510	44,893	36,868	96,800	96,800	99,500	2.79%	99,500	2.79%	94,600	-2.27%
Non-Fleet Internal Charge (Fi	3561	79,100	81,500	83,900	83,900	86,400	2.98%	86,400	2.98%	86,400	2.98%
Fleet Internal Charge	3562	44,000	45,300	46,700	46,700	48,100	3.00%	48,100	3.00%	48,100	3.00%
Risk Mgmt. Internal Charge	3563	54,600	51,700	48,900	48,900	41,500	-15.13%	41,500	-15.13%	41,500	-15.13%
Info. Tech. Internal Charge	3564	16,900	16,400	16,600	16,600	16,800	1.20%	16,800	1.20%	16,500	-0.60%
Pavement Mgmt Charge	3565	60,300	62,200	64,400	64,400	66,600	3.42%	66,600	3.42%	66,600	3.42%
Other Services	3590	167	0	500	500	300	-40.00%	300	-40.00%	300	-40.00%
TOTAL		363,252	359,680	427,900	426,700	428,900	0.23%	428,900	0.23%	421,300	-1.54%
TOTAL		898,712	933,106	1,022,400	1,018,200	1,037,600	1.49%	1,037,600	1.49%	1,027,800	0.53%

**2014 BUDGET
FORESTRY
101-44142**

		2011	2012	2013	2014		2014		2014	
		Actual	Actual	Amended	Dept.	% Change	City Mgr	% Change	Adopted	% Change
				Budget	Requested	13/14	Recommend	13/14	Budget	13/14
				2013	Budget		Budget		Budget	
PERSONNEL SERVICES										
Regular Wage	1100	10,101	10,331	39,100	34,100	-19.95%	31,300	-19.95%	31,300	-19.95%
FICA	1640	773	790	3,000	3,000	-20.00%	2,400	-20.00%	2,400	-20.00%
Workers Compensation	1660	300	300	400	400	50.00%	600	50.00%	600	50.00%
Unemployment Compensation	1670	0	0	500	0	0.00%	500	0.00%	500	0.00%
TOTAL		11,174	11,421	43,000	37,500	-19.07%	34,800	-19.07%	34,800	-19.07%
MATERIALS AND SUPPLIES										
General Materials	2170	8,285	8,948	35,000	35,000	-42.86%	20,000	-42.86%	18,700	-46.57%
Books and Periodicals	2250	0	0	100	100	0.00%	100	0.00%	100	0.00%
Uniforms	2260	200	160	400	900	-50.00%	200	-50.00%	200	-50.00%
TOTAL		8,485	9,108	35,500	36,000	-42.82%	20,300	-42.82%	19,000	-46.48%
CONTRACTUAL SERVICES										
Professional Services	3300	58,748	66,130	52,500	52,500	0.00%	52,500	0.00%	49,500	-5.71%
Subscriptions & Dues	3360	115	155	200	200	0.00%	200	0.00%	200	0.00%
Training	3370	0	0	200	100	0.00%	200	0.00%	200	0.00%
Subsistence	3375	0	0	100	0	0.00%	100	0.00%	100	0.00%
Fleet Internal Chg.	3562	4,500	4,600	4,700	4,700	2.13%	4,800	2.13%	4,800	2.13%
Risk Mgmt. Internal Charge	3563	900	500	500	500	0.00%	500	0.00%	500	0.00%
Info. Tech. Internal Charge	3564	3,300	3,200	3,300	3,300	0.00%	3,300	0.00%	3,300	0.00%
Other Services	3590	661	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		68,224	74,585	61,500	61,300	0.16%	61,600	0.16%	58,600	-4.72%
TOTAL		87,883	95,114	140,000	134,800	-16.64%	116,700	-16.64%	112,400	-19.71%

**2014 BUDGET
RECREATION PROGRAMS
101-44143**

		2011	2012	2013	2014	2014	2014	2014	2014	2014
		Actual	Actual	Amended	Dept.	% Change	City Mgr	% Change	Adopted	% Change
				Budget	Requested	13/14	Recommend	13/14	Budget	13/14
				2013	Budget		Budget		Budget	
PERSONNEL SERVICES										
Regular Wage	1100	351,862	356,720	393,000	372,400	2.49%	402,800	2.49%	402,800	2.49%
Overtime	1110	0	74	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Severance Pay	1400	(927)	2,401	2,100	2,100	33.33%	2,800	33.33%	2,800	33.33%
FICA	1640	25,652	25,592	30,100	30,100	2.33%	30,800	2.33%	30,800	2.33%
PERA	1645	18,152	21,687	19,100	19,100	3.66%	19,800	3.66%	20,100	5.24%
Insurance	1650	28,001	31,451	32,800	32,800	5.79%	34,700	5.79%	34,700	5.79%
Workers Compensation	1660	4,100	4,000	4,000	4,000	77.50%	7,100	77.50%	7,100	77.50%
Unemployment Compensation	1670	1,470	780	3,500	1,500	0.00%	3,500	0.00%	3,500	0.00%
CC Membership	1675	1,355	1,355	1,600	1,600	0.00%	1,600	0.00%	1,600	0.00%
TOTAL		429,665	444,060	486,200	463,600	3.48%	503,100	3.48%	503,400	3.54%
MATERIALS AND SUPPLIES										
General Materials	2170	12,461	11,928	14,600	15,600	13.70%	16,600	13.70%	15,500	6.16%
Uniforms	2260	0	0	500	300	20.00%	600	20.00%	600	20.00%
Small Equipment	2280	0	0	500	500	0.00%	500	0.00%	500	0.00%
TOTAL		12,461	11,928	15,600	16,400	13.46%	17,700	13.46%	16,600	6.41%
CONTRACTUAL SERVICES										
Professional Services	3300	13,029	8,495	13,400	12,700	0.75%	13,500	0.75%	13,500	0.75%
Postage	3330	0	0	500	100	-80.00%	100	-80.00%	100	-80.00%
Printing & Publishing	3340	2,091	2,573	2,900	3,000	10.34%	3,200	10.34%	3,200	10.34%
Training	3370	285	1,066	1,800	1,300	-11.11%	1,600	-11.11%	1,600	-11.11%
Subsistence	3375	204	280	300	200	33.33%	400	33.33%	400	33.33%
Travel	3380	226	105	500	500	0.00%	500	0.00%	500	0.00%
Maintenance:	3510	4,675	4,453	4,600	4,700	4.35%	4,800	4.35%	4,800	4.35%
Risk Mgmt. Internal Charge	3563	4,800	6,000	6,000	6,000	-55.00%	2,700	-55.00%	2,700	-55.00%
Info. Tech. Internal Charge	3564	20,800	20,200	20,400	20,400	1.47%	20,700	1.47%	20,100	-1.47%
Credit Card Fees	3585	0	10,584	8,800	10,000	25.00%	11,000	25.00%	11,000	25.00%
Other Services	3590	43,830	35,667	41,200	36,200	-9.95%	37,100	-9.95%	37,100	-9.95%
Scholarships-Rec Programs	3595	0	1,587	2,000	2,000	40.00%	2,800	40.00%	2,800	40.00%
TOTAL		89,940	91,010	102,400	97,100	-3.91%	98,400	-3.91%	97,800	-4.49%
TOTAL		532,066	546,998	604,200	577,100	2.48%	619,200	2.48%	617,800	2.25%

**2014 BUDGET
COMMUNITY CENTER
101-44144**

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Amended Budget	Projected 2013	Dept. Requested Budget	13/14	City Mgr Recommend Budget	13/14	Adopted Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	405,289	474,415	513,100	513,100	525,800	2.48%	527,900	2.88%	527,900	2.88%
Severance Pay	1400	(3,851)	3,643	500	500	900	80.00%	900	80.00%	900	80.00%
FICA	1640	30,338	35,744	39,300	39,300	40,200	2.29%	40,400	2.80%	40,400	2.80%
PERA	1645	24,849	30,367	39,000	39,000	40,200	3.08%	40,300	3.33%	41,100	5.38%
Insurance	1650	25,754	24,403	28,400	28,400	25,900	-8.80%	25,900	-8.80%	25,900	-8.80%
Workers' Comp	1660	4,900	4,800	4,800	4,800	7,500	56.25%	7,500	56.25%	7,500	56.25%
Unemployment Comp	1670	191	16	3,000	200	3,000	0.00%	3,000	0.00%	3,000	0.00%
CC Membership	1675	1,350	1,584	1,800	1,500	1,600	-11.11%	1,600	-11.11%	1,600	-11.11%
TOTAL		488,820	574,972	629,900	626,800	645,100	2.41%	647,500	2.79%	648,300	2.92%
MATERIALS AND SUPPLIES											
General Materials	2170	35,662	42,190	44,700	45,300	46,000	2.91%	46,000	2.91%	46,000	2.91%
Uniforms	2260	552	628	2,100	1,200	1,500	-28.57%	1,500	-28.57%	1,500	-28.57%
Small Equipment	2280	3,628	1,725	1,400	1,400	1,400	0.00%	1,400	0.00%	1,400	0.00%
TOTAL		39,842	44,543	48,200	47,900	48,900	1.45%	48,900	1.45%	48,900	1.45%
CONTRACTUAL SERVICES											
Professional Services	3300	1,303	1,476	3,400	2,800	2,700	-20.59%	2,700	-20.59%	2,700	-20.59%
Promotions & Advertising	3309	1,188	4,833	6,300	3,800	7,000	11.11%	7,000	11.11%	7,000	11.11%
Communications	3310	266	863	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
Electricity	3318	66,942	70,666	71,000	72,000	72,500	2.11%	72,500	2.11%	72,500	2.11%
Natural Gas	3319	24,558	21,105	27,200	25,000	27,200	0.00%	27,200	0.00%	27,200	0.00%
Utility Charges	3320	5,890	4,624	2,600	2,600	2,600	0.00%	2,600	0.00%	2,600	0.00%
Postage	3330	0	144	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Printing & Publishing	3340	2,413	4,461	6,700	5,300	6,200	-7.46%	6,200	-7.46%	6,200	-7.46%
Cleaning	3350	56,660	64,361	66,900	66,900	71,900	7.47%	71,900	7.47%	71,900	7.47%
Waste Removal	3351	5,074	4,330	6,700	6,700	6,700	0.00%	6,700	0.00%	6,700	0.00%
Memberships	3360	775	760	800	800	800	0.00%	800	0.00%	800	0.00%
Training	3370	437	1,217	1,200	900	1,200	0.00%	1,200	0.00%	1,200	0.00%
Subsistence	3375	579	826	400	400	700	75.00%	700	75.00%	700	75.00%
Travel	3380	1,359	1,435	1,100	1,200	1,200	9.09%	1,200	9.09%	1,200	9.09%
Maintenance-Equipment											
Buildings & Grounds	3510	60,374	49,392	66,300	63,400	66,600	0.45%	66,600	0.45%	70,900	6.94%
Non-Fleet Internal Charge	3561	163,200	178,700	184,100	184,100	189,600	2.99%	189,600	2.99%	189,600	2.99%
Risk Mgmt. Internal Charge	3563	10,000	9,200	9,500	9,500	11,100	16.84%	11,100	16.84%	11,100	16.84%
Info. Tech. Internal Charge	3564	24,500	23,800	24,000	24,000	24,400	1.67%	24,400	1.67%	23,600	-1.67%
Pavement Mgmt Charge	3565	12,800	13,500	14,200	14,200	14,900	4.93%	14,900	4.93%	14,900	4.93%
Credit Card Fees	3585	0	15,841	15,000	17,000	17,000	13.33%	17,000	13.33%	17,000	13.33%
Other Services	3590	19,545	880	0	500	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Items for Resale	3650	8,716	11,965	10,000	6,300	6,900	-31.00%	6,900	-31.00%	6,900	-31.00%
Theft/Vandalism	7401	1,180	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		467,759	484,379	518,400	508,400	532,200	2.66%	532,200	2.66%	535,700	3.34%
TOTAL		996,421	1,103,894	1,196,500	1,183,100	1,226,200	2.48%	1,228,600	2.68%	1,232,900	3.04%

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

PUBLIC SAFETY

• POLICE, FIRE, EMERGENCY MANAGEMENT

Service Description

The Department of Public Safety's Mission Statement is as follows:

The New Brighton Department of Public Safety, in partnership with the community, is dedicated to protect, serve and educate. We value and promote a respect for human dignity by ensuring a common goal of a safe community.

The Public Safety Department provides a full spectrum of emergency response, police and fire services, community oriented policing, public education and emergency management services to the community.

- Provide community oriented policing & quality fire protection to all citizens
- Play a visible role in the community preventing, responding to and investigating incidents
- Ensure on-going, multi-directional communication with residents for prevention and updates on incidents, trends, and outcomes
- Be a leader in regional activities to benefit our citizens

In the Police Division, services include 24 hour supervised patrol, investigations, crime prevention, animal control, and school based officers. Services are provided by a team of sworn officers and non-sworn personnel, including Volunteers in Public Safety, Police Reserve Officers, and Police Explorers. Three Police officers (School Resource Officers) are assigned to Highview Middle School, Irondale High School and the Elementary Schools to provide law enforcement services, criminal investigations, school safety planning and response, staff consultation, education and where appropriate mentoring during the school year. Police officers respond to approximately 10,500 calls for service per year and Firefighters respond to approximately 350 incidents per year. One Police Officer is assigned on a full time basis to the Ramsey County Violent Crime Enforcement Team (VCET) that provides for drug and violent crime concerns. The City of New Brighton receives dispatching services through the Ramsey County Emergency Communications Center (ECC). The Ramsey County ECC serves all jurisdictions in Ramsey County with the exception of the City of White Bear Lake. New Brighton is served by Allina Medical for emergency medical response and transportation.

The 2013 community survey indicated that residents felt very safe or somewhat safe 99% of the time in their home during the day and 97% felt safe in their neighborhood during the day. The percentage for feeling very safe or somewhat safe in their neighborhood after dark fell to 84% but all categories were above the national benchmarks. The quality of police services in the City received the second highest rating among city services with 92% rating it as Excellent or Good. This rating is "much above" the national and regional comparison for quality of services. Crime prevention efforts include the NOP (Neighborhood Oriented Policing) Officer program, Neighborhood Crime Watch, Crime-Free Multi-Housing Programs and many safety seminars, etc. The Police Division also is continuing to enhance and develop the VIPS program (Volunteers in Public Safety) that plays a non-enforcement role in crime prevention activities. The City of New Brighton has been in the top five in the nation for thirteen consecutive years

(1st in the Nation in 2005 and 2009) for its National Night Out activities and plans to continue that performance in 2014 and beyond. Public Safety also received its second International Association of Chiefs of Police (IACP) Community Policing Award in 2011 further demonstrating the commitment to community policing.

The quality of fire services in the City received the highest rating among city services with 94% rating it as Excellent or Good. This rating is “much above” the national and regional comparison for quality of services. The Fire Division of Public Safety provides fire suppression and prevention throughout New Brighton. These activities include recruitment, orientation, and training of a full complement of volunteer firefighters. The Division has one full-time Firefighter providing inspection of residential and commercial properties by enforcing State Fire Codes along with applying NFPA and life safety standards. The Fire Division also participates in a regional hazardous materials response team with participating departments to include New Brighton, Lake Johanna, Vadnais Heights and Falcon Heights (North Suburban Haz Mat Team). Deputy Chief Trevor Hamdorf is the current President of the North Suburban Haz Mat Team. Fire prevention activities in the schools and in the community at large are provided by both paid personnel and volunteer firefighters. The Fire Division also participates in a multi-jurisdictional Fire Investigation Team (FIT) which helps determine cause and origin of fires. Fire Marshal Kip LaMotte serves as the Team Supervisor for the FIT Team.

The City of New Brighton has an emergency management plan in place in the event of a major disaster. Protection of life and property and alleviation of human distress are the primary goals of the emergency operations plan. The Director of Public Safety is the Emergency Management Director and is responsible for the coordination of efforts between governments to assure the safety and protection of residents and the orderly management of resources and provision of services. And, the City of New Brighton’s Public Safety Center is the designated State of MN Alternate Emergency Operations Center and Regional Operations Center and serves as the location of the State’s Emergency Management Assistance Compact (EMAC) which can be operational in times of national disasters. The City and the State of MN renewed this Agreement in 2012. Deputy Director Paetznick and Deputy Fire Chief Hamdorf are fully trained members of the State of MN All Hazards Incident Management Team (AHIMT) and have been deployed nationally and statewide to assist other communities with disasters. The City of New Brighton is also committed to utilizing volunteers to protect our neighborhoods in the event of a disaster. Citizens are trained as Community Emergency Response Teams (CERT). They will assist in helping their neighborhoods in the event of natural and/or terrorist related disasters. The City’s CERT instructors are among the first trained in Minnesota.

Proposed Changes to Service Level or Revenue

The Department of Public Safety recognizes the financial constraints and difficult economic realities of today, but we also feel that our staff has risen to the occasion in response to not backfilling positions within the organization as we have dropped from 29 sworn positions in 2007 to our current level of 27 sworn positions. We are however asking for help in restoring one position in 2014 to help relieve our challenges in the patrol division. During the past three years, Public Safety has annually returned an average of \$100,000 dollars from its budget to the City’s general fund, the majority resulting from unspent personnel costs due to absence of employees whether it be temporary (i.e., injury, military leave/deployment, etc.) or permanent vacancies (retirement/resignation). Further, we are projected to have nearly \$150,000 in budget savings for 2013, due in part to having \$62,500 of unanticipated personnel revenue for this year,

including \$20,000 for the police officer assigned to Ramsey County VCET and \$42,500 for the temporary elementary SRO position, which will become a permanent assignment during the 2013-2014 school year. This revenue amount is anticipated to increase to \$101,700 for 2014 as a result of providing a full-time elementary school resource officer. Due to the high level and variety of service demands that the Police Division has encountered, we are asking for the addition of one police officer position resulting in a rise from the current level of 27 sworn police officers to 28 sworn police officer positions. A new position for the Police Division will result in additional costs for one full year including pay and benefits of \$71,950.

We will see an additional revenue source via our agreement with the Mounds View School District of about \$81,700. Officer Aaron Slack will become the School Resource Officer at the elementary schools and Pike Lake Education Center for the 2013 – 2014 school year joining Officer Boyd (Highview M.S.) and Officer Griffin (Irondale H.S.) as our three full time school based officers. This is an increase from last year where we had only budgeted for the Highview and Irondale positions.

Since 2011, we have modified our daily uniformed patrol officer strength to accommodate the two unfilled police officer positions that we have endured in the organization since 2007. This includes decreasing our patrol staffing by up to 71 hours weekly, or a 14% reduction in police officer services available. More often than not, we have had to eliminate our daily “power shift” officer positions that normally increase our patrol level manpower during high-volume calls for service times and especially those incidents of greater priority requiring rapid response and multiple officers to in-progress incidents and other emergencies.

While our budgeted street-strength from the years 2000-2008 was 18 officers, we currently have a patrol strength of only 15. Historically, our patrol-level strength has not changed significantly since the early 1980s, when we had 17 patrol positions. With the increased demand for community-based policing in our schools and multi-family properties, greater need for specialty investigatory personnel, and our unique Public Safety structure that utilizes cross-trained and licensed police officers and firefighters, our sworn law enforcement strength is difficult to compare with other law enforcement or fire service organizations. It is, however, evident that we need more strength at the patrol level.

We have been creative in temporarily bolstering patrol staffing with our continuing limited resources, utilizing investigative personnel, school resource officers during non-instructional days and the summers months, and even reassigning our full time crime prevention officer to perform “double-duty” balancing both daytime-weekday patrol calls for service and all of the associated prevention and education activities that the position normally accomplishes.

Staffing levels have further been exacerbated by military obligations of two police officers in our organization, with one being absent from work due to deployment for nearly 18 months, and the other often missing work due to his monthly drill obligations and annual two-week training requirement. We have also experienced another significant workplace injury, with a patrol supervisor unable to work from October 2012 through June 2013, but we are happy to report the individual is now back on duty, yet their absence was notable, especially for daily patrol level staffing and, perhaps even more important, supervision and leadership of police officers.

Working at minimum patrol level staffing has resulted in officers having less time to accomplish proactive and preventative strategies, including traffic enforcement and resident-level problem solving through the agency's internationally award-winning Neighborhood Oriented Policing program. Having to function in a reactive mode, merely responding to each successive call for service, has not only had an impact on the organizational health of our patrol staff, but also the crucial police-community relationships that we rely on to keep New Brighton a safe community.

With local reaction to national events, our processing of gun permits to purchase has tasked both clerical and investigatory staff to process the mandated background checks, and the request for police officers to work extra duty assignments at special events scheduled at many educational facilities, and even some business and religious institutions, in our community have further strained our sworn ranks. Even the City of New Brighton Parks & Recreation Department has asked Public Safety to consider providing mandatory police officer presence for events at the Community Center where alcohol is being served to attendees.

Further, the workload has been spread elsewhere within the organization to help alleviate some of the ancillary burden of the increased demands on patrol staff. With patrol supervisors (Sergeants) taking on more street-level duties, administrative staff have had to take up the slack. With the elimination through attrition of two Sergeants positions since 2006, many administrative and operational responsibilities have been absorbed by the two Deputy Directors. These two positions have significant and widespread spans of control, with the Police Division Deputy Director having eleven FTE direct-reports, including four Sergeants, three Detectives, one VCET liaison officer, and three SROs. The Fire Division also has span of control complexities, with the Fire Marshal, Crime Prevention officer, three Deputy Fire Chiefs, five Fire Captains, and 28 paid-on-call firefighters ultimately reporting to that position.

We have observed a rise in reported incidents of controlled substance incidents along with ongoing drug sales from properties in New Brighton. These incidents can quickly result in "blight" on neighborhoods, diminished property values not to mention the associated crime. These resulting investigations require substantial investigative resources and specialized training and experience to bring to successful and timely resolutions. In 2013 we recommended and received approval for deployment of one police officer to be assigned full time to the Ramsey County Violent Crime Enforcement Team (VCET). This position has provided for substantial drug enforcement activity in New Brighton and in the region. And, this position will result in an additional \$20,000 of funding for this officer via Ramsey County using state and federal pass through grants.

We will be adding replacement funding for electronic ticket writers. This equipment, purchased in 2013 using a combination of funding resources, is mandated for use by courts by June of 2014. With that purchase, we will work with the IT Department to ensure replacement funding in non-fleet capital.

We will be requesting specific funding for annual physicals for our Firefighters. This has been an ongoing practice for many years but we have not requested specific funding. This annual cost averages about \$8,000.

Strategic Opportunities and Challenges

- The Mounds View School District has notified the City that they will be continuing with a full time police officer serving our two public elementary schools, Bel Air and Sunnyside, and both the Pike Lake and Early Childhood Education Centers. This will enhance our long term partnership and collaboration with the Mounds View School District and our work with the youth of our community. Since the original addition of a third SRO to the former Alternative Learning Center (ALC) in 2007, this ongoing commitment to staff SROs has diminished patrol resources, with a police officer position desperately needing to be added for backfilling of this assignment.
- The Police Division due to service demands for patrol response, crime prevention/community policing services, high potential for personnel shortages in 2014, and increased level of service to the school district will be asking for an additional police officer position in 2014.
- The Ramsey County Emergency Communications Center (ECC) opened in June of 2007. This new dispatch center serves all of Ramsey County with the exception of White Bear Lake and is a model for cooperation and collaboration in government public safety services. The ECC's Computer Aided Dispatch (CAD) system will be fully replaced in 2014. A consultant (DELTWRX) was hired to provide recommendations for CAD and they are now working on the replacement process. The current CAD system is more than 20 years old and is owned by the City of St. Paul. The new CAD system will be owned and managed by Ramsey County. This decision will result in increased costs to every municipality in Ramsey County for the capital expenditures in purchasing this system as well as potential increased costs in maintenance and oversight for the system. This system will improve service and will provide enhanced, reliable response data for Agencies.
- Ongoing deployment of one police officer to the Ramsey County Drug Task Force is needed to investigate and combat ongoing reports of controlled substance violations. This deployment of an existing officer has resulted in aggressive and timely investigations into these cases. This deployment of this officer will be offset by receipt of \$20,000 in grant funding along with a vehicle for use by the assigned Officer during the length of the assignment.
- The Fire Division will continue to face the challenge of maintaining a "Volunteer" Fire Division. The Fire Division continues to have a high level and rapid response to fire incidents. New Firefighters hired in 2011 have added to an extremely strong backbone for our local fire service. Many, if not all, surrounding Fire Departments have had to alter their personnel strategy to add more full time and/or duty crews for adequate response for fire and medical response. New Brighton has maintained its historically high level of response and service to fire related calls without changes to our staffing models. Several employees of the City of New Brighton serve as firefighters, and this has strengthened the day time firefighter response to emergencies and incidents in New Brighton. We have not followed the prevailing trend in hiring full time staff or providing duty crews and have "saved" significant funds without a lapse in quality or safety with this strategy.

- The Department of Public Safety will continue our commitment to working with our multi-family housing. Approximately one third of our housing is invested in multi-family housing. We have been aggressive in community policing strategies as well as the monitoring and enforcement of the multi-family licensing ordinance. We have had challenges with deteriorating properties but with the continued and aggressive work of our Crime Prevention/Crime Free Multi Housing Officer partnering with other City departments, we will be able to continue to prevent crime, increase communications, enhance prevention programs and work with other partners to ensure a safe community.
- Ramsey County Police Agencies (including St. Paul and Ramsey County Sheriff's Office) are continuing to investigate the costs of a new Records Management System (RMS). Currently, cities in Ramsey County have a difficult time easily sharing information since there are four different RMS systems currently in use. Cost estimates are unknown at this time but the Ramsey County Sheriff's Office is taking the lead in this process. We will have increased costs of about \$4,500 for dispatching and CAD related costs in 2014.
- The Police and Fire Division will continue to work closely with our neighborhoods to ensure safety and enhance communications. The Neighborhood Oriented Policing program is continuing to develop and has become a mainstay of every police officer's duties and expectations in New Brighton. Firefighters participate in Neighborhood meetings as well and are taking on larger roles in fire safety education with our children. With that, the Police Division will also continue the neighborhood and safety related activity of traffic safety education and enforcement. We will continue to focus our efforts on our mobile home community and problematic multi-family properties in 2014 dependent upon time available to help increase prevention, trust, and community involvement with a hope for decreased crime and disorder. This effort will require multiple partners and expertise in diverse communities, language and culture.
- We experienced an increase in Part One Crimes in 2012 with 85 more incidents resulting in a 16% percent increase. We also experienced an increase in calls for service with 338 more calls resulting in a 3.3% increase. And, through the first four months of 2013, we have observed Part One offenses increase by more about 8.8 % compared to 2012 with the largest increases observed in Thefts through May of 2013. This trend is noteworthy. Violent crime such as homicide, rape, robbery and aggravated assault remain at very low numbers. New Brighton is a safe City. Our commitments to crime prevention, crime free multi housing, and neighborhood policing must continue unabated to ensure successful results and a safe community. Continued attention needs to be paid to prevention, communication, education, and visibility by public safety personnel. Police, in cooperation with schools, social service agencies, corrections and parents will need to be vigilant in preventing and/or reducing juvenile crime. The challenge will be to reduce our crime rate and continue to promote the reality of safety in the City of New Brighton.
- Public Safety will need to continue to enhance operations through the use of technology. Crime mapping data, information on demand via computers, and sharing of information with the public in electronic formats will serve to enhance the ability of personnel to respond appropriately to police and fire needs. Convenient and timely information sharing for the public will also keep our citizens better informed and more able to respond to problems in neighborhoods. CAD system updates in the near future will allow

for improved availability of data for personnel deployment. Public Safety greatly increased the number and timeliness of crime alerts in 2012. We also initiated and fully participate in “social media” to include Facebook and Twitter and this new approach has been well received. As of June 2013 we now have 775 “friends” on Facebook!

- The Department of Public Safety moved full operations into the Public Safety Center in October 2003, and with such age comes increasing costs of routine maintenance, and addressing normal “wear and tear” of the building and its components, including roof leaks, HVAC units, interior/exterior finishes, etc. The daily maintenance and operations of a 24-hour facility like the Public Safety Center has never been fully-funded in the City’s budget with any sort of staff time beyond just a daily contracted janitorial service. The Fire Division Deputy Director spends inordinate amount of time dealing with facility infrastructure, mechanical contractors, routine grounds keeping, or even just performing the necessary maintenance/repairs to get the job done and keep the building operational for the critical services that the department provides. This facility which is now nearly a decade old provides opportunities to include additional training at reduced rates for New Brighton personnel as well as the potential for use as an Alternate State Emergency Operations Center. The challenge will be to continue to fully utilize the space and capability of the facility within our staffing limitations. We also have worked to reduce energy consumption and have completed the transition to more energy efficient lights in 2009. Our challenge will be to properly maintain the facility, equipment and furniture with shrinking resources. We are also working with the MN Chiefs of Police Association and Upper Midwest Community Policing on increased partnerships on training with a focus on use of the Public Safety Center as their training headquarters.
- The Department of Public Safety will continue to use volunteers such as Volunteers in Public Safety, Police Reserves, and Police Explorers to assist in performing functions and duties that do not require paid staff members. Budget challenges will be offset by continued and aggressive use of volunteers and in particular will be used to assist in carrying out the continuing commitment to crime watch, National Night Out, CERT, Citizens Police Academy, Red Cross Blood Drives and the Santa Cop program. Volunteers have also been critical in graffiti abatement and in implementing Project Lifesaver. We ended our active participation in Project Lifesaver in 2011 finding that client numbers were very low. We have combined with Ramsey County’s Project Lifesaver to provide for a more efficient model for this program’s maintenance and delivery. Our Volunteers also have renewed their commitment to homeland security training and participation in local and regional exercises.
- The Department of Public Safety will be challenged in its Homeland Security. While this City has a plan in place, training for a changing world which includes terrorists in our nation will be a high priority. Continued training and participation in the North Suburban Haz Mat Team will be imperative to the needed response capabilities to haz mat and/or WMD related incidents. This training includes not only Public Safety and other government officials, but will include citizens. Public Safety will also be working with the Ramsey County Division of Emergency Management and Homeland Security to further integrate and implement a county wide Emergency Operations Plan. We are also serving as a “Closed Point of Delivery” for sharing antibiotics with area Cities to ensure that critical personnel receive treatment in the event of a chemical or biological issue. And, we will continue with the national initiative for communities organized to recognize

and respond to terrorist incidents to include participating and training our community members as Citizen Emergency Response Teams (CERT).

- The Department of Public Safety will be faced with the challenge of delivering services and purchasing appropriate emergency vehicles, energy, and equipment in a time of decreasing public funding. We have delayed the purchase of a significant number of emergency vehicles primarily in part due to budgetary/financial concerns and this could result in a high number of vehicles needing to be replaced.
- This challenge for delivery of all services will always leave our Agency interested in continuing to find efficient ways of delivering service to include consolidation of services including contracting to provide public safety services for or in conjunction with other cities.

Personnel Status and Strategy

- We have one police officer who may be deployed beginning in about June of 2014 serving with the Army National Guard in the Middle East. This deployment will last until mid to late 2015. We have the strong potential of one or more retirements from the Police Division in part due to PERA retirement changes. For a complete hiring process, it takes not only 3-4 months to complete the POST Board mandated steps, but an additional 16 weeks of field training before the probationary officer is even allowed to work solo, so any current/future vacancies can have a significant long-term effect on our deployable staffing resources.
- There will be no hiring process for Firefighters in 2014 as our staffing from an anticipated fall of 2013 process should keep us at a stable level.
- We are requesting one additional police officer position for 2014. This request is in part due to continued high demands, assignment of an additional full time police officer to the Mounds View School District as a School Resource Officer (SRO) and continued challenges with minimum staffing.
- We will be requesting \$10,000 for a promotional process for leadership positions within the organization. We have the potential for one Sergeant to retire in 2014 which will result in a critical leadership vacancy.

	# of People	Position	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full- Time	Current					
	1	Director	1.00	1.00	1.00	1.00
	2	Deputy Director	2.00	2.00	2.00	2.00
	4	Sergeant	4.00	4.00	4.00	4.00
	3	Detective	3.00	3.00	3.00	3.00
	17	Police Officer	17.00	17.00	17.00	18.00
	1	Public Safety Officer	1.00	1.00	1.00	1.00
	1	Fire Marshal	1.00	1.00	1.00	1.00
	1	Office Assistant	1.00	1.00	1.00	1.00
	1	Office Technician	1.00	1.00	1.00	1.00
	1	Office Supervisor	1.00	1.00	1.00	1.00
Subtotal	32		32.00	32.00	32.00	33.00
Part- Time						
	2	Public Safety Officer	1.50	1.50	1.50	1.50
	1	Office Technician	.50	.50	.50	.50
Subtotal	3		2.00	2.00	2.00	2.00
Total	34		34.00	34.00	34.00	35.00

**2014 BUDGET
POLICE
101-45121**

		2011	2012	2013		2014		2014		2014	
		Actual	Actual	Amended	Projected	Dept.	% Change	City Mgr	% Change	Adopted	% Change
				Budget	2013	Requested	13/14	Recommend	13/14	Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	2,165,161	2,251,110	2,293,000	2,233,000	2,362,700	3.04%	2,366,000	3.18%	2,336,900	1.91%
Premium Pay:											
SELF, Longevity, & Education Pay				33,700	33,700	32,800	-2.67%	32,800	-2.67%	32,800	-2.67%
Specialist Pay				12,700	12,700	14,200	11.81%	14,200	11.81%	14,200	11.81%
LTD Insurance	1650			4,700	4,700	4,900	4.26%	4,900	4.26%	4,800	2.13%
Overtime	1110	143,834	118,473	163,900	200,000	163,900	0.00%	163,900	0.00%	163,900	0.00%
Severance	1400	42,694	5,479	18,000	18,000	17,200	-4.44%	17,200	-4.44%	17,200	-4.44%
FICA	1640	43,413	44,984	48,400	48,400	50,500	4.34%	50,800	4.96%	50,300	3.93%
PERA	1645	317,589	328,624	343,600	343,600	374,800	9.08%	375,100	9.17%	371,000	7.97%
Insurance	1650	252,708	274,755	284,300	284,300	311,600	9.60%	311,600	9.60%	313,700	10.34%
Workers' Comp	1660	78,700	77,500	78,600	78,600	74,500	-5.22%	74,500	-5.22%	74,500	-5.22%
CC Membership	1675	2,270	2,130	1,200	1,200	2,400	100.00%	2,400	100.00%	2,400	100.00%
TOTAL		3,046,369	3,103,055	3,282,100	3,258,200	3,409,500	3.88%	3,413,400	4.00%	3,381,700	3.03%
MATERIALS AND SUPPLIES											
General Materials	2170	13,171	12,899	18,000	18,000	18,000	0.00%	18,000	0.00%	17,300	-3.89%
Ammunition	2190	7,036	14,039	3,500	3,700	4,000	14.29%	4,000	14.29%	3,800	8.57%
Books & Periodicals	2250	981	1,121	900	900	900	0.00%	900	0.00%	900	0.00%
Uniforms	2260	25,052	19,791	30,500	30,500	30,500	0.00%	30,500	0.00%	30,500	0.00%
Body Armour	2261	8,973	5,990	2,600	2,600	2,600	0.00%	2,600	0.00%	2,600	0.00%
Small Equipment	2280	4,961	4,194	3,800	3,800	3,800	0.00%	3,800	0.00%	3,600	-5.26%
TOTAL		60,174	58,034	59,300	59,500	59,800	0.84%	59,800	0.84%	58,700	-1.01%
CONTRACTUAL SERVICES											
Professional Services	3300	149,851	174,432	179,800	179,800	201,300	11.96%	201,300	11.96%	201,300	11.96%
Dispatching	159,700										
CJIN	5,200										
BCA/CJDN	3,000										
Veterinary Services	6,000										
St. Paul Lab/Bomb	3,100										
Polygraph (4)	1,500										
Tobacco Compliance	750										
Carwash	2,000										
Roof Mgmt.	1,000										
Allina medical review	8,000										
Identikit	500										
Sgts promotional process	10,000										
Ramsey County tags	500										
Crime Prevention Efforts:											
Buy program	3303	40	0	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
Explorer program	3304	286	517	500	500	500	0.00%	500	0.00%	500	0.00%
Reserve program	3305	2,348	6,624	6,200	6,200	6,200	0.00%	6,200	0.00%	6,200	0.00%
Neighborhood Prevention Ac	3306	10,469	10,881	10,300	10,300	10,300	0.00%	10,300	0.00%	10,300	0.00%
CERTS	2,000										
VIPS	2,300										
Nat'l Night Out	4,000										
Electricity	3318	44,650	42,150	46,000	46,000	46,000	0.00%	46,000	0.00%	43,500	-5.43%
Natural Gas	3319	25,426	19,724	27,000	27,000	27,000	0.00%	27,000	0.00%	25,500	-5.56%
Postage	3330	175	239	200	200	200	0.00%	200	0.00%	200	0.00%
Printing/Publishing	3340	26	0	100	100	100	0.00%	100	0.00%	100	0.00%
Cleaning	3350	37,009	35,584	36,000	36,000	36,000	0.00%	36,000	0.00%	33,700	-6.39%
Waste Removal	3351	3,159	3,394	3,200	3,200	3,200	0.00%	3,200	0.00%	3,200	0.00%
Memberships & Dues	3360	3,413	3,295	3,700	3,700	3,700	0.00%	3,700	0.00%	3,700	0.00%
Training	3370	20,913	23,748	23,000	23,000	23,000	0.00%	23,000	0.00%	23,000	0.00%
Recruitment Costs	3373	6,575	0	2,400	2,400	2,400	0.00%	2,400	0.00%	2,400	0.00%
Psychs (4)	1,200										
Physicals (4)	1,200										
Subsistence	3375	14,994	14,020	12,000	12,000	12,000	0.00%	12,000	0.00%	12,000	0.00%
Travel	3380	2,077	2,626	7,300	7,300	7,300	0.00%	7,300	0.00%	7,300	0.00%
Maintenance-Equipment:	3510	154,748	110,099	105,900	105,900	105,900	0.00%	105,900	0.00%	105,900	0.00%
Buildings & Grounds	48,300										
Records Mgmt. (St. Paul RMS)	45,200										
POSS maintenance	1,500										
Radio System	8,000										
Non-Fleet Internal Charge	3561	8,900	9,200	9,500	9,500	9,800	3.16%	9,800	3.16%	9,800	3.16%
Fleet Internal Charge	3562	48,500	50,000	51,800	51,800	53,700	3.67%	53,700	3.67%	53,700	3.67%
Risk Mgmt. Internal Charge	3563	38,600	32,400	37,300	37,300	55,000	47.45%	55,000	47.45%	55,000	47.45%
Info. Tech. Internal Charge	3564	165,900	154,000	155,700	155,700	158,200	1.61%	158,200	1.61%	155,400	-0.19%
Pavement Mgmt Charge	3565	1,700	1,900	2,100	2,100	2,300	9.52%	2,300	9.52%	2,300	9.52%
Other Services	3590	872	1,420	1,500	1,500	1,500	0.00%	1,500	0.00%	1,500	0.00%
TOTAL		740,631	696,253	722,500	722,500	766,600	6.10%	766,600	6.10%	757,500	4.84%
TOTAL		3,847,174	3,857,342	4,063,900	4,040,200	4,235,900	4.23%	4,239,800	4.33%	4,197,900	3.30%

**2014 BUDGET
FIRE & EMERGENCY MANAGEMENT
101-45129**

						2014			2014		
		2011	2012	2013	2014	2014	City Mgr	2014	2014	2014	2014
		Actual	Actual	Amended Budget	Projected 2013	Requested Budget	% Change 13/14	Recommend Budget	% Change 13/14	Adopted Budget	% Change 13/14
PERSONNEL SERVICES											
Regular Wage	1100	177,073	183,245	186,100	186,100	191,400	2.85%	193,300	3.87%	193,500	3.98%
Overtime	1110	63	80	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Fire Calls	1200	99,465	84,940	108,900	107,000	111,000	1.93%	111,000	1.93%	111,000	1.93%
Fire Drills/meetings/training	1250	80,048	77,350	71,100	71,100	72,500	1.97%	72,500	1.97%	72,500	1.97%
Fire Spec. Duty / Maint.	1300	12,837	11,190	17,800	17,800	18,200	2.25%	18,200	2.25%	18,200	2.25%
Severance	1400	2,343	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
FICA/Retirement	1640	16,184	14,795	20,100	20,100	20,600	2.49%	20,600	2.49%	20,600	2.49%
PERA	1645	22,116	26,253	22,900	22,900	24,800	8.30%	25,000	9.17%	25,100	9.61%
Insurance	1650	17,699	19,212	20,400	20,400	21,400	4.90%	21,400	4.90%	23,500	15.20%
Workers' Comp	1660	21,700	24,300	25,000	25,000	31,200	24.80%	31,200	24.80%	31,200	24.80%
Unemployment	1670	717	677	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
CC Membership	1675	5,702	5,564	6,300	6,300	6,100	-3.17%	6,100	-3.17%	6,100	-3.17%
TOTAL		455,947	447,606	478,600	476,700	497,200	3.89%	499,300	4.33%	501,700	4.83%
MATERIALS AND SUPPLIES											
General Materials	2170	10,060	7,492	16,000	16,000	16,000	0.00%	16,000	0.00%	15,000	-6.25%
Books & Periodicals	2250	756	1,386	900	900	900	0.00%	900	0.00%	900	0.00%
Uniforms	2260	11,065	18,395	13,700	10,000	13,700	0.00%	13,700	0.00%	13,700	0.00%
Small Equipment	2280	14,161	14,069	14,500	12,000	14,500	0.00%	14,500	0.00%	13,700	-5.52%
TOTAL		36,042	41,342	45,100	38,900	45,100	0.00%	45,100	0.00%	43,300	-3.99%
CONTRACTUAL SERVICES											
Professional Services	3300	8,985	9,039	9,000	9,000	17,000	88.89%	17,000	88.89%	17,000	88.89%
Emergency Management (Siren Maint	8,000										
Roof Mgmt	1,000										
Fire Physicals	8,000										
Pension Payments	3302										
City Cont.Relief Assoc		46,200	46,200	23,100	23,100	46,200	100.00%	46,200	100.00%	46,200	100.00%
State Aid		82,509	85,689	82,000	117,400	82,000	0.00%	82,000	0.00%	82,000	0.00%
Memberships & Dues	3360	3,251	2,753	2,800	2,800	2,800	0.00%	2,800	0.00%	2,800	0.00%
Training	3370	11,578	10,272	10,300	10,300	10,300	0.00%	10,300	0.00%	10,300	0.00%
Recruitment Costs	3373	640	6,240	3,200	7,000	3,200	0.00%	3,200	0.00%	3,200	0.00%
Psychs (4)	1,600										
Physicals (4)	1,600										
Subsistence	3375	5,716	7,596	5,000	7,900	5,500	10.00%	5,500	10.00%	5,500	10.00%
Travel	3380	504	1,126	3,200	3,200	3,500	9.38%	3,500	9.38%	3,500	9.38%
Maintenance-Equipment											
Buildings & Grounds	3510	13,279	7,000	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Non-Fleet Internal Charge	3561	11,700	12,100	12,500	12,500	12,900	3.20%	12,900	3.20%	12,900	3.20%
Fleet Internal Charge	3562	63,100	65,000	67,000	67,000	69,000	2.99%	69,000	2.99%	69,000	2.99%
Risk Mgmt. Internal Charge	3563	23,800	22,000	28,000	28,000	19,400	-30.71%	19,400	-30.71%	19,400	-30.71%
Info. Tech. Internal Charge	3564	51,100	49,400	50,100	50,100	51,000	1.80%	51,000	1.80%	49,900	-0.40%
Other Services	3590	504	491	2,000	2,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
TOTAL		322,866	324,906	298,200	340,300	324,800	8.92%	324,800	8.92%	323,700	8.55%
TOTAL		814,855	813,854	821,900	855,900	867,100	5.50%	869,200	5.75%	868,700	5.69%

CITY OF NEW BRIGHTON

STRATEGIC PLAN 2014

PUBLIC WORKS

- **STREETS AND SIDEWALKS, FLEET MAINTENANCE, AND ENGINEERING**

Service Description

Public Works provides the traditional City services that are essential for suburban communities: streets and sidewalks, water, sanitary sewer, storm water, fleet maintenance, and engineering. Streets and sidewalks, fleet maintenance, and engineering are paid for through general fund taxes whereas water, sanitary sewer, and storm water are enterprise funds and paid for through user fees. The service description and budgetary information on water, sanitary sewer, and storm sewer can be found under the Enterprise Fund tab of this Strategic Plan.

- Provide safe, efficient, and attractive streets and sidewalks
- Provide engineering services for City projects
- Provide maintenance and repair to City equipment and vehicle, to insure operator safety and equipment reliability and long life

The Street Division is responsible for plowing, sanding, patching and repairing 70 miles of streets, 2.6 miles of public alleys, and 21 miles of sidewalks throughout the City. City crews plow an average of 12 snow falls per season. Snowplowing begins as soon as practical, normally after the snow has stopped, and at least 2 inches of snow has fallen. A system of priority routes, consisting of higher volume collector streets, is plowed first, followed by the remaining lower volume local streets on a rotational basis. The Street Division performs street patching, crack sealing, and sweeping for sealcoating, during the spring and summer months. The Street Division is responsible for street signage and also the City owned street lighting systems on Silver Lake Road, Old Highway 8, 5th Avenue NW, and 10th Street NW.

The Engineering Division plans for and oversees the rehabilitation/reconstruction of approximately 2.5 miles of streets annually. All streets in New Brighton are on an approximately 30-year rehabilitation schedule. Needed repairs to public and private underground utilities are coordinated with the street rehabilitation projects. In addition, the Engineering Division designs and contracts for several park and utility system projects annually, performs the design and inspection for contract maintenance projects for the street and utility departments, maintains the maps and records of the City street and utility systems, performs miscellaneous traffic counts and studies, and manages the publicly owned City right-of-ways. The Engineering Division also reviews private development proposals from the standpoint of impact on traffic, utility service, and surface water drainage and provides information on the streets and utility systems to citizens, staff, contractors and developers.

The City Garage Division is responsible for the maintenance of New Brighton's fleet of vehicles and heavy equipment. The division is staffed by two mechanics who are responsible for all of the preventive maintenance, and most of the normal maintenance and repair for: 27 heavy equipment units, such as fire trucks, dump trucks, street sweepers, tractors, and loaders, 49 cars, vans, and pickups, including squad cars, and over 49 large specialty units such as riding mowers, sidewalk snowplows, generators, asphalt pavers, rollers, plus numerous trailers, pumps, compressors, tampers, mowers, and trimmers. The City Garage Division budgets for the purchase all of the parts, fuels, and lubricants for the City fleet and all of the building and grounds costs for the Public Works Maintenance Facility.

Proposed Changes in Service Level or Revenue

Newly federally mandated storm water requirements have increased workload in the area of cleaning and maintenance of storm water facilities, and aging infrastructure, particularly in the water division, has resulted in a growing work load. In the area of storm water the City is performing only the minimum necessary work to remain compliant with our NPDES permit. The new 2013 permit reissuance contains a number of changes from the 2006 permit. Municipalities reauthorized to discharge stormwater under the recently reissued permit will be required to update their existing stormwater programs to include practices that will better protect Minnesota's water resources. (MPCA). Staff will be evaluating the new permit to determine if additional staffing will required to carry out these new permit functions.

Personnel Status and Strategy

	# of People	Position	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full-Time	1	Director	1.00	1.00	1.00	1.00
	1	Senior Eng. Tech / Supervisor	0.00	0.00	1.00	1.00
	0	Civil Engineer II	1.00	1.00	0.00	0.00
	0	Civil Engineer I	1.00	0.00	0.00	0.00
	1	Public Works Technician	0.00	1.00	1.00	1.00
	1	Engineering Aide 4	1.00	1.00	1.00	1.00
	9.50	Maintenance Worker	9.50	9.50	9.50	9.50
	2	Mechanic	2.00	2.00	2.00	2.00
	1	Superintendent	1.00	1.00	1.00	1.00
	1	Office Assistant	1.00	1.00	1.00	1.00
	2	Supervisor	2.00	2.00	2.00	2.00
Subtotal	19.5		19.50	19.50	19.50	19.50
Part-Time		Engineering Intern	0.0	0.0	0.0	0.0
Total	19.5		19.5	19.5	19.50*	19.50*

* 4 Seasonal Employees not listed [(2) 180-day temporary workers & (2) summer workers]

Strategic Opportunities and Challenges

- Continue to focus on the maintenance and upkeep of the City's infrastructure through the street renovation and contract maintenance programs.
 - Annual Street Reconstruction Program
 - Annual Pavement Management Program
 - Annual Crack Seal and Seal Coat Program
- Manage the costs of motor fuel for the fleet. We currently partner with the City of St. Anthony on our gasoline purchases. We purchase diesel through the State of Minnesota's cooperative venture program.
- Manage the costs of the outside repairs of the fleet.
- Manage the costs of salt for the winter snow plow season.
- The City has traditionally included a substantial engineering fee on street rehabilitation project bonding for projects the engineering staff designs. This procedure provides revenues to the General Fund.
- In 2014, the Engineering Department will continue to focus on implementing stormwater mitigation projects from the July 16, 2011 flood event.

**2014 BUDGET
ENGINEERING
101-46131**

						2014		2014			
						Dept.		City Mgr		2014	
		2011	2012	Amended	Projected	Requested	% Change	Recommend	% Change	Adopted	% Change
		Actual	Actual	Budget	2013	Budget	13/14	Budget	13/14	Budget	13/14
PERSONNEL SERVICES											
Regular Wage	1100	247,690	263,590	271,400	285,700	292,500	7.77%	292,500	7.77%	292,500	7.77%
Overtime	1110	12,517	13,987	12,600	14,500	12,900	2.38%	12,900	2.38%	12,900	2.38%
Severance Pay	1400	4,321	1,332	1,600	1,600	2,000	25.00%	2,000	25.00%	2,000	25.00%
FICA	1640	18,330	19,430	21,600	22,700	23,400	8.33%	23,400	8.33%	23,400	8.33%
PERA	1645	18,874	19,825	20,600	21,500	22,100	7.28%	22,100	7.28%	22,500	9.22%
Insurance	1650	33,830	35,562	37,000	37,900	39,000	5.41%	39,000	5.41%	39,000	5.41%
Workers' Comp	1660	1,300	1,000	1,100	1,100	1,200	9.09%	1,200	9.09%	1,200	9.09%
CC Membership	1675	1,221	814	800	1,100	800	0.00%	800	0.00%	800	0.00%
TOTAL		338,083	355,540	366,700	386,100	393,900	7.42%	393,900	7.42%	394,300	7.53%
MATERIALS AND SUPPLIES											
General Materials	2170	0	449	500	200	500	0.00%	500	0.00%	500	0.00%
Books & Periodicals	2250	33	0	200	200	200	0.00%	200	0.00%	200	0.00%
Uniforms/Safety	2260	579	159	500	300	500	0.00%	500	0.00%	500	0.00%
Small Equipment	2280	7,793	1,301	500	500	500	0.00%	500	0.00%	500	0.00%
TOTAL		8,405	1,909	1,700	1,200	1,700	0.00%	1,700	0.00%	1,700	0.00%
CONTRACTUAL SERVICES											
Memberships & Dues	3360	595	946	800	800	800	0.00%	800	0.00%	800	0.00%
Training	3370	743	695	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
Subsistence	3375	473	418	800	400	800	0.00%	800	0.00%	800	0.00%
Travel	3380	508	172	700	700	700	0.00%	700	0.00%	700	0.00%
Maintenance of Bldg/ Equip	3510	1,420	1,543	1,500	3,000	2,100	40.00%	2,100	40.00%	2,100	40.00%
Non-Fleet Internal Charge	3561	1,200	1,300	1,400	1,400	1,500	7.14%	1,500	7.14%	1,500	7.14%
Fleet Internal Charge	3562	2,800	3,000	3,200	3,200	3,400	6.25%	3,400	6.25%	3,400	6.25%
Risk Mgmt. Internal Charge	3563	2,500	2,500	2,200	2,200	2,800	27.27%	2,800	27.27%	2,800	27.27%
Info. Tech. Internal Charge	3564	16,700	16,200	16,400	16,400	17,700	7.93%	17,700	7.93%	19,100	16.46%
Other Services	3590	282	0	500	200	500	0.00%	500	0.00%	500	0.00%
TOTAL		27,221	26,774	28,500	29,300	31,300	9.82%	31,300	9.82%	32,700	14.74%
TOTAL		373,709	384,223	396,900	416,600	426,900	7.56%	426,900	7.56%	428,700	8.01%

**2014 BUDGET
STREETS
101-46132**

		2011	2012	2013	2014		2014		2014	
		Actual	Actual	Amended Budget	Dept. Requested Budget	% Change 13/14	City Mgr Recommend Budget	% Change 13/14	Adopted Budget	% Change 13/14
PERSONNEL SERVICES										
Regular Wages	1100	109,930	120,432	119,800	119,800	121,300	121,700	121,700	121,700	1.59%
Overtime	1110	8,496	8,437	8,800	8,800	9,000	9,000	9,000	9,000	2.27%
Severance Pay	1400	(3,437)	1,379	200	200	100	100	100	100	-50.00%
FICA	1640	9,146	9,697	9,800	9,800	10,000	10,000	10,000	10,000	2.04%
PERA	1645	7,529	8,746	8,300	8,300	8,500	8,500	8,500	8,600	3.61%
Insurance	1650	14,676	16,377	17,500	17,500	18,500	18,500	18,500	17,900	2.29%
Workers' Comp	1660	7,100	7,200	7,400	7,400	9,800	9,800	9,800	9,800	32.43%
Unemployment Comp	1670	1,093	2,221	1,000	1,000	1,000	1,000	1,000	1,000	0.00%
CC Membership	1675	0	641	0	0	300	300	300	300	#DIV/0!
TOTAL		154,533	175,130	172,800	172,800	178,500	178,900	178,900	178,400	3.24%
MATERIALS AND SUPPLIES										
General Materials	2170	67,378	62,333	66,500	66,500	68,000	68,000	68,000	63,600	-4.36%
Small Equipment	2280	1,944	3,397	3,200	3,200	3,200	3,200	3,200	3,000	-6.25%
TOTAL		69,322	65,730	69,700	69,700	71,200	71,200	71,200	66,600	-4.45%
CONTRACTUAL SERVICES										
Printing & Publishing	3340	27	0	100	100	100	100	100	100	0.00%
Memberships & Dues	3360	7	37	100	100	100	100	100	100	0.00%
Training	3370	1,590	715	1,500	1,500	1,500	1,500	1,500	1,500	0.00%
Subsistence	3375	216	0	200	200	200	200	200	200	0.00%
Travel	3380	100	0	100	100	100	100	100	100	0.00%
Maintenance Bldg & Equip.	3510	3,901	3,953	1,000	2,600	1,500	1,500	1,500	1,500	50.00%
Non-Fleet Internal Charge	3561	4,400	5,000	5,800	5,800	6,100	6,100	6,100	6,100	5.17%
Fleet Internal Charge	3562	13,200	13,900	14,600	14,600	15,300	15,300	15,300	15,300	4.79%
Risk Mgmt. Internal Charge	3563	12,800	3,000	3,900	3,900	7,100	7,100	7,100	7,100	82.05%
Info. Tech. Internal Charge	3564	10,900	10,500	10,700	10,700	10,900	10,900	10,900	9,800	-8.41%
Pavement Mgmt Charge	3565	7,700	8,000	8,400	8,400	8,800	8,800	8,800	8,800	4.76%
Other Services	3590	50	2,606	1,000	7,300	1,000	1,000	1,000	1,000	0.00%
TOTAL		54,891	47,711	47,400	55,300	52,700	52,700	52,700	51,600	8.86%
TOTAL		278,746	288,571	289,900	297,800	302,400	302,800	302,800	296,600	2.31%

PERSONNEL SERVICES

MATERIALS AND SUPPLIES

CONTRACTUAL SERVICES

CAPITAL OUTLAY

TOTAL48

2014 BUDGET
General Fund Revenues

			2013	2014	2014	2014	2014	2014	2014
	2011	2012	Amended	Dept.	City Mgr			Adopted	
	Actual	Actual	Budget	Requested	Budget	% Change	% Change	Budget	% Change
			2013	13/14	13/14			13/14	13/14
Revenue:									
General property taxes:									
Current Levy	7,017,700	7,211,105	7,287,300	7,287,300	7,287,300	0.00%	7,287,300	0.00%	6,794,300 -6.77%
Delinquent and adjustments	180,815	9,963	0	0	0	#DIV/0!	0	#DIV/0!	0 #DIV/0!
Other	100,536	13,166	0	0	0	#DIV/0!	0	#DIV/0!	0 #DIV/0!
Total general property taxes	7,299,051	7,234,234	7,287,300	7,287,300	7,287,300	0.00%	7,287,300	0.00%	6,794,300 -6.77%
Licenses	123,821	133,638	124,300	126,500	125,300	0.80%	125,300	0.80%	125,300 0.80%
Permits	567,582	348,947	450,900	350,000	450,900	0.00%	450,900	0.00%	450,900 0.00%
Intergovernmental:									
Federal grants:									
Section 8	4,810	3,614	4,500	5,300	4,500	0.00%	4,500	0.00%	4,500 0.00%
Other - public safety	764	4,469	0	0	0	#DIV/0!	0	#DIV/0!	0 #DIV/0!
State:									
Local Government Aid	0	0	0	0	493,100	#DIV/0!	493,100	#DIV/0!	493,100 #DIV/0!
Manufactured home homestead credit	6,403	0	6,500	0	0	-100.00%	0	-100.00%	0 -100.00%
Police State aid	179,608	173,140	190,000	196,600	190,000	0.00%	190,000	0.00%	190,000 0.00%
Fire State aid	81,509	85,689	82,000	117,400	82,000	0.00%	82,000	0.00%	82,000 0.00%
MSA Road maintenance	11,200	11,200	11,200	11,200	11,200	0.00%	11,200	0.00%	11,200 0.00%
Market Value Homestead Credit	153	306	0	0	0	#DIV/0!	0	#DIV/0!	0 #DIV/0!
PERA State aid - general government	16,906	16,906	16,900	16,900	16,900	0.00%	16,900	0.00%	16,900 0.00%
Other State aid - public safety	36,531	29,115	38,900	40,900	42,900	10.28%	42,900	10.28%	42,900 10.28%
County:									
Recycling	45,921	44,454	45,700	44,400	44,400	-2.84%	44,400	-2.84%	44,400 -2.84%
Ramsey County VCET	0	0	0	20,000	20,000	#DIV/0!	20,000	#DIV/0!	20,000 #DIV/0!
City:									
St Anthony - HR Services	0	6,992	11,000	12,600	12,000	9.09%	12,000	9.09%	12,000 9.09%
School District:									
School Liaison Program	214,632	222,416	150,000	193,100	236,600	57.73%	236,600	57.73%	236,600 57.73%
Total intergovernmental	598,437	598,301	556,700	658,400	1,153,600	107.22%	1,153,600	107.22%	1,153,600 107.22%
Charges for services:									
General government	30,246	10,392	30,100	28,700	13,200	-56.15%	13,200	-56.15%	13,200 -56.15%
Community Development	(3)	4	0	0	0	#DIV/0!	0	#DIV/0!	0 #DIV/0!
Public Safety	8,254	8,129	10,100	10,100	10,100	0.00%	10,100	0.00%	10,100 0.00%
Public Works	1,401	40	0	0	0	#DIV/0!	0	#DIV/0!	0 #DIV/0!
License bureau	157,510	182,725	165,000	185,000	185,000	12.12%	185,000	12.12%	185,000 12.12%
Recycling fee	168,865	170,443	192,000	186,000	197,000	2.60%	197,000	2.60%	197,000 2.60%
Eng and admin fees- comm development	121,277	137,845	147,800	147,800	149,000	0.81%	149,000	0.81%	149,000 0.81%
Eng and admin fees- public works	1,089,158	1,085,095	1,115,900	1,118,300	1,154,000	3.41%	1,154,000	3.41%	1,154,000 3.41%
Eng and admin fees- Gen/finance	16,000	16,500	20,800	20,800	21,400	2.88%	21,400	2.88%	21,400 2.88%
Parks	27,911	35,245	30,600	32,700	30,700	0.33%	30,700	0.33%	30,700 0.33%
Forestry	3,792	7,789	5,500	5,500	5,500	0.00%	5,500	0.00%	5,500 0.00%
Community Center	857,891	940,663	916,600	938,700	926,500	1.08%	926,500	1.08%	926,500 1.08%
Recreation programs	277,915	312,745	280,100	283,100	280,700	0.21%	280,700	0.21%	280,700 0.21%
Fire inspection fees	16,085	15,780	17,500	17,500	17,500	0.00%	17,500	0.00%	17,500 0.00%
Alarm fees	9,360	16,015	14,000	14,000	14,000	0.00%	14,000	0.00%	14,000 0.00%
Cable Franchise fee	233,177	241,397	235,000	240,000	240,000	2.13%	240,000	2.13%	240,000 2.13%
City Utilities Franchise fee	107,600	110,800	113,000	113,000	115,200	1.95%	115,200	1.95%	115,200 1.95%
Excel Franchise Fee	507,933	480,686	500,000	500,000	500,000	0.00%	500,000	0.00%	500,000 0.00%
Total charges for services	3,634,372	3,772,293	3,794,000	3,841,200	3,859,800	1.73%	3,859,800	1.73%	3,859,800 1.73%
Fines and forfeits	60,733	67,468	65,000	65,000	65,000	0.00%	65,000	0.00%	65,000 0.00%
Investment income:									
Interest on investments	88,891	29,002	30,000	40,000	50,000	66.67%	50,000	66.67%	50,000 66.67%
Total investment income	88,891	29,002	30,000	40,000	50,000	66.67%	50,000	66.67%	50,000 66.67%
Other:									
Rents	220,184	261,037	230,000	238,100	266,000	15.65%	266,000	15.65%	271,200 17.91%
Contributions, donations and misc.	4,130	5,301	3,500	4,700	4,700	34.29%	4,700	34.29%	4,700 34.29%
Refunds and reimbursements	4,441	37,480	2,000	5,700	2,200	10.00%	2,200	10.00%	2,200 10.00%
Total other	228,755	303,818	235,500	248,500	272,900	15.88%	272,900	15.88%	278,100 18.09%
Other Financing Sources									
Transfers In from Other Funds	13,465	0	88,300	53,800	0	-100.00%	0	-100.00%	88,600 0.34%
Use of Reserves	0	0	0	0	0	#DIV/0!	0	#DIV/0!	129,800 #DIV/0!
Total Other Financing Sources	13,465	0	88,300	53,800	0	-100.00%	0	-100.00%	218,400 147.34%
Total General Fund Revenues	12,615,107	12,487,701	12,632,000	12,670,700	13,264,800	5.01%	13,264,800	5.01%	12,995,400 2.88%

2014 BUDGET
General/Admin Revenues
Function 30000

					2014		2014		2014	
	Account	2011	2012	2013	2014	% Change	City Mgr	% Change	2014	% Change
	Code	Actual	Actual	Amended	Dept.	13/14	Recommend	13/14	Adopted	13/14
				Budget	Budget		Budget		Budget	
				2013						
Intergovernmental:										
City of St Anthony - HR Services	5720	0	6,992	11,000	12,600	9.09%	12,000	9.09%	12,000	9.09%
Sub-total Intergov't Rev.		0	6,992	11,000	12,600	0	12,000	0	12,000	0
Charges for services:										
Arden Hills Cable TV Taping	6602	6,425	5,588	5,900	4,400	5.08%	6,200	5.08%	6,200	5.08%
Scrap Metal	6621	1,660	0	1,500	1,500	0.00%	1,500	0.00%	1,500	0.00%
Sub-total charges for service		8,085	5,588	7,400	5,900	4.05%	7,700	4.05%	7,700	4.05%
Other revenues:										
Donations	7804	3,224	400	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Sub-total Rents		3,224	400	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total General/Admin Revenues										
		11,309	12,980	18,400	18,500	7.07%	19,700	7.07%	19,700	7.07%

2014 BUDGET
General/Finance Revenues
Function 31000

	Account Code	2011 Actual	2012 Actual	2013 Amended Budget	Projected 2013	2014 Dept. Requested Budget	% Change 13/14	2014 City Mgr Recommend Budget	% Change 13/14	2014 Adopted Budget	% Change 13/14
Taxes-Current Levy/Fiscal Disparities	111&111*	7,017,700	7,211,105	7,287,300	7,287,300	7,287,300	0.00%	7,287,300	0.00%	6,794,300	-6.77%
Taxes - Delinquent & Penalties & Int.	12&1114	180,815	9,963	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Taxes - Mobile Home	17&1118	100,536	13,166	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Sub-total taxes		7,299,051	7,234,234	7,287,300	7,287,300	7,287,300	0.00%	7,287,300	0.00%	6,794,300	-6.77%
State Aids:											
LGA	5501	0	0	0	0	493,100	#DIV/0!	493,100	#DIV/0!	493,100	#DIV/0!
PERA Reimbursement	5511	16,906	16,906	16,900	16,900	16,900	0.00%	16,900	0.00%	16,900	0.00%
Manufactured Homes Homestead	5507	6,403	0	6,500	0	0	-100.00%	0	-100.00%	0	-100.00%
Market Value Homestead Credit	5512	153	306	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Sub-total Intergovernmental		23,462	17,212	23,400	16,900	510,000	2079.49%	510,000	2079.49%	510,000	2917.75%
General Finance:											
General Government Revenues	601-6602	504	440	200	200	200	0.00%	200	0.00%	200	0.00%
Notary Fees	6602	160	204	200	200	200	0.00%	200	0.00%	200	0.00%
NSF Fees	6602	850	1,090	900	1,100	1,100	22.22%	1,100	22.22%	1,100	22.22%
Lodging Tax	6602	3,902	4,186	3,600	4,000	4,000	11.11%	4,000	11.11%	4,000	11.11%
St. Anthony SD Elections	6602	2,716	0	2,800	2,800	0	-100.00%	0	-100.00%	0	-100.00%
Mounds View SD Elections	6602	14,992	0	15,000	15,000	0	-100.00%	0	-100.00%	0	-100.00%
License Bureau - Registrar Fee	6605	157,510	182,725	165,000	185,000	185,000	12.12%	185,000	12.12%	185,000	12.12%
Cable Franchise Fee	6642	233,177	241,397	235,000	240,000	240,000	2.13%	240,000	2.13%	240,000	2.13%
Over/Short	7890	(963)	(1,116)	0	(500)	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Sub-total charges for service		412,848	428,926	422,700	447,800	430,500	1.85%	430,500	1.85%	430,500	1.85%
Eng/Admins Fees:											
Investment Admin Fee	6647	16,000	16,500	20,800	20,800	21,400	2.88%	21,400	2.88%	21,400	2.88%
Sub-total Eng/Admin Fees		16,000	16,500	20,800	20,800	21,400	2.88%	21,400	2.88%	21,400	2.88%
Miscellaneous:											
Refunds/Reimb	7805	736	545	0	2,500	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Use of Reserves	7860	0	0	0	0	0	#DIV/0!	0	#DIV/0!	129,800	#DIV/0!
Interest Earnings	8801,880:	88,891	29,002	30,000	40,000	50,000	66.67%	50,000	66.67%	50,000	66.67%
		89,627	29,547	30,000	42,500	50,000	66.67%	50,000	66.67%	179,800	499.33%
Transfers:											
Transfer In (Comm. Reinvest. Fd)	9980	13,465		34,500	0	0	-100.00%	0	-100.00%	69,000	100.00%
Sub-total Transfers		13,465	0	34,500	0	0	-100.00%	0	-100.00%	69,000	100.00%
Total General/Finance Revenues		7,854,453	7,726,419	7,818,700	7,815,300	8,299,200	6.15%	8,299,200	6.15%	8,005,000	2.38%

2014 BUDGET
Community Development Revenues
Function 33000

	Account Code	2011 Actual	2012 Actual	2013 Amended Budget	Projected 2013	2014 Dept. Requested Budget	% Change 13/14	2014 City Mgr Recommend Budget	% Change 13/14	2014 Adopted Budget	% Change 13/14
Community Development											
Licenses and Fees	2230	48,118	49,356	46,400	50,200	47,400	2.16%	47,400	2.16%	47,400	2.16%
Sub-total Licenses		48,118	49,356	46,400	50,200	47,400	2.16%	47,400	2.16%	47,400	2.16%
Building Fees:											
Mechanical Permits	3302	45,024	25,493								
Plumbing Permits	3303	39,263	18,834								
Building Permits	3304	340,884	213,052	450,900	350,000	450,900	0.00%	450,900	0.00%	450,900	0.00%
Electrical Permits	3305	37,995	27,052								
Contractors Licenses	3306	31,920	25,240								
Investigative Fee	3307	4,563	3,797								
Misc Permits/Licenses	3309	20,395	9,540								
Permit Admin Fee	3310	30,036	24,975								
SAC/Surcharge Admin	3311	17,502	964								
Sub-total Permits		567,582	348,947	450,900	350,000	450,900	0.00%	450,900	28.83%	450,900	0.00%
Intergovernmental Revenues											
Recycling Grant (SCORE)	5439	45,921	44,454	45,700	44,400	44,400	-2.84%	44,400	-2.84%	44,400	-2.84%
Section 8	5713	4,810	3,614	4,500	5,300	4,500	0.00%	4,500	0.00%	4,500	0.00%
Sub-total Intergov't Rev.		50,731	48,068	50,200	49,700	48,900	-2.59%	48,900	-2.59%	48,900	-2.59%
Development Fee	6647	99,577	115,745	125,000	125,000	125,000	0.00%	125,000	0.00%	125,000	0.00%
Recycling Adm Fee	6647	21,700	22,100	22,800	22,800	24,000	5.26%	24,000	5.26%	24,000	5.26%
Sub-total Admin Fees		121,277	137,845	147,800	147,800	149,000	0.81%	149,000	0.81%	149,000	0.81%
Misc. Revenue											
Over/short	7890	(3)	4	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Sub-total Misc Revenue		(3)	4	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Comm. Dev. Revenues		787,705	584,220	695,300	597,700	696,200	0.13%	696,200	0.13%	696,200	0.13%
Recycling											
Recycling Fee	6640	168,865	170,443	192,000	186,000	197,000	2.60%	197,000	2.60%	197,000	2.60%
Total Recycling Revenues		168,865	170,443	192,000	186,000	197,000	2.60%	197,000	5.91%	197,000	2.60%
Total Comm. Dev. & Recycling Revenue:		956,570	754,663	887,300	783,700	893,200	0.66%	893,200	0.66%	893,200	0.66%

2014 BUDGET
Park & Recreation Revenues
Function 34000

			2013		2014		2014		2014	
	Account	2011	2012	2013	2014	% Change	2014	% Change	2014	% Change
	Code	Actual	Actual	Amended Budget	Projected 2013	Requested Budget	City Mgr	City Mgr	Adopted Budget	13/14
						13/14	Budget	13/14	Budget	13/14
Forestry										
Contract License	2220	2,700	2,635	2,600	2,600	2,600	0.00%	2,600	0.00%	2,600
Sub-total Licenses		2,700	2,635	2,600	2,600	2,600	0.00%	2,600	0.00%	2,600
Tree Removal Fee	6644	3,792	7,789	5,500	5,500	5,500	0.00%	5,500	0.00%	5,500
Sub-total Charges for Service		3,792	7,789	5,500	5,500	5,500	0.00%	5,500	0.00%	5,500
Transfer In from Comm Reinvest		0	0	53,800	53,800	0	-100.00%	0	-100.00%	19,600
Sub-total Transfers In		0	0	53,800	53,800	0	-100.00%	0	-100.00%	19,600
Total Forestry		6,492	10,424	61,900	61,900	8,100	-86.91%	8,100	-86.91%	27,700
Parks										
Park Facilities Rental	6601	27,911	35,245	30,600	32,700	30,700	0.33%	30,700	0.33%	30,700
Sub-total Charges for Service		27,911	35,245	30,600	32,700	30,700	0.33%	30,700	0.33%	30,700
Total Parks		27,911	35,245	30,600	32,700	30,700	0.33%	30,700	0.33%	30,700
Recreation Programs										
Registrations	6645	210,790	245,334	217,200	216,100	216,100	-0.51%	216,100	-0.51%	216,100
St. Anthony Recreation Program	6660	5,782	5,456	4,700	4,700	4,700	0.00%	4,700	0.00%	4,700
Aquatics	6661	61,343	61,955	58,200	62,300	59,900	2.92%	59,900	2.92%	59,900
Sub-total Charges for Service		277,915	312,745	280,100	283,100	280,700	0.21%	280,700	0.21%	280,700
Total Recreation		277,915	312,745	280,100	283,100	280,700	0.21%	280,700	0.21%	280,700
Community Center										
CC Taxable Merchandise	6779	266	348	0	100	0	#DIV/0!	0	#DIV/0!	0
CC Merchandise	6780	13,223	14,143	17,200	16,500	15,300	-11.05%	15,300	-11.05%	15,300
Special Fees (Lease Utilities)	6781	2,895	10,789	10,900	10,700	10,800	-0.92%	10,800	-0.92%	10,800
Personal Training	6785	24,694	31,018	31,400	35,200	34,800	10.83%	34,800	10.83%	34,800
Registrations/Course Revenue	6786	52,635	58,381	53,700	51,400	53,500	-0.37%	53,500	-0.37%	53,500
Rentals	6787	253,878	276,040	243,500	257,500	244,100	0.25%	244,100	0.25%	244,100
Memberships	6788	221,872	249,625	295,600	250,000	254,000	-14.07%	254,000	-14.07%	254,000
Lease Rental	6789	15,798	16,833	17,100	18,500	24,500	43.27%	24,500	43.27%	24,500
Dailies/Punch Passes	6790	272,166	270,632	238,200	270,000	257,700	8.19%	257,700	8.19%	257,700
CC Silver Sneakers	6791	250	12,777	9,000	28,800	31,800	253.33%	31,800	253.33%	31,800
Over/Short (nsf)	6646&789	214	77	0	0	0	#DIV/0!	0	#DIV/0!	0
Sub-total Charges for Service		857,891	940,663	916,600	938,700	926,500	1.08%	926,500	1.08%	926,500
Donations	7804	830	1,601	0	1,200	1,200	#DIV/0!	1,200	#DIV/0!	1,200
Refunds and reimb	7805	2,887	3,413	2,000	2,200	2,200	10.00%	2,200	10.00%	2,200
Sub-total Other		3,717	5,014	2,000	3,400	3,400	70.00%	3,400	70.00%	3,400
Total NBCC		861,608	945,677	918,600	942,100	929,900	1.23%	929,900	1.23%	929,900
Total Parks & Rec Revenues		1,173,926	1,304,091	1,291,200	1,319,800	1,249,400	-3.24%	1,249,400	-3.24%	1,269,000

2014 BUDGET
Public Safety Revenues
Function 35000

	Account Code	2011 Actual	2012 Actual	2013 Amended Budget	2013 Projected 2013	2014 Dept. Requested Budget	% Change 13/14	2014 City Mgr Recommend Budget	% Change 13/14	2014 Adopted Budget	% Change 13/14
Police											
Liquor Licenses	2210	52,433	55,625	54,000	52,000	54,000	0.00%	54,000	0.00%	54,000	0.00%
Fireworks Licenses	2211	200	0	200	200	200	0.00%	200	0.00%	200	0.00%
Personal Service Licenses	2212	2,570	4,235	2,300	2,700	2,300	0.00%	2,300	0.00%	2,300	0.00%
CrimeFreeMultiFamHous Fee	2213	15,370	15,970	16,300	16,300	16,300	0.00%	16,300	0.00%	16,300	0.00%
Sub-total Licenses		70,573	75,830	72,800	71,200	72,800	0.00%	72,800	0.00%	72,800	0.00%
Fines	4401	60,733	67,468	65,000	65,000	65,000	0.00%	65,000	0.00%	65,000	0.00%
Sub-total Fines		60,733	67,468	65,000	65,000	65,000	0.00%	65,000	0.00%	65,000	0.00%
Police State Aid	5504	179,608	173,140	190,000	196,600	190,000	0.00%	190,000	0.00%	190,000	0.00%
Fire State Aid	5505	81,509	85,689	82,000	117,400	82,000	0.00%	82,000	0.00%	82,000	0.00%
Post Board/Vests	5508	2,184	2,941	3,000	3,000	3,000	0.00%	3,000	0.00%	3,000	0.00%
Post Board/Training Reimburse	5508	19,526	14,514	9,500	9,500	9,500	0.00%	9,500	0.00%	9,500	0.00%
MBFTE - Fire Training reimb.	5508	0	0	0	0	4,000	#DIV/0!	4,000	#DIV/0!	4,000	#DIV/0!
FF Relief Assoc	5508	1,000	0	0	2,000	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
PS Disability - Health Ins Reimb	5508	13,671	11,660	26,400	26,400	26,400	0.00%	26,400	0.00%	26,400	0.00%
Misc State Grants	5508	150	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Ramsey County VCET	5422	0	0	0	20,000	20,000	#DIV/0!	20,000	#DIV/0!	20,000	#DIV/0!
Federal Reimb. - HSEM/Firefigh	5612	764	4,469	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
High School Liaison Officer:											
School	5718	71,925	75,660	73,000	76,200	77,900	6.71%	77,900	6.71%	77,900	6.71%
Middle School Liaison Officer	5718	73,124	75,687	77,000	75,400	77,000	0.00%	77,000	0.00%	77,000	0.00%
MVSD ALC School Resource Of	5718	69,583	71,069	0	41,500	81,700	#DIV/0!	81,700	#DIV/0!	81,700	#DIV/0!
Sub-total Intergov't Rev.		513,044	514,829	460,900	568,000	571,500	24.00%	571,500	24.00%	571,500	24.00%
Freeway Towing - Admin Fees	6602	6,048	5,152	9,000	9,000	9,000	0.00%	9,000	0.00%	9,000	0.00%
Accident Reports	6602	331	1,552	300	300	300	0.00%	300	0.00%	300	0.00%
Background Investigations	6602	1,625	1,125	500	500	500	0.00%	500	0.00%	500	0.00%
Alarm Fee	6606	9,360	16,015	14,000	14,000	14,000	0.00%	14,000	0.00%	14,000	0.00%
Fire Inspections	6656	16,085	15,780	17,500	17,500	17,500	0.00%	17,500	0.00%	17,500	0.00%
Day Care Inspections	6657	250	300	300	300	300	0.00%	300	0.00%	300	0.00%
Sub-total Charges for Service		33,699	39,924	41,600	41,600	41,600	0.00%	41,600	0.00%	41,600	0.00%
Firearms Range & Bunk Room R	7803	5,284	3,584	1,800	500	1,800	0.00%	1,800	0.00%	1,800	0.00%
Refunds and Reimbursements	7805	818	3,289	0	1,000	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Long Lake Wtr Patrol Donations	7808	3,300	3,700	3,500	3,500	3,500	0.00%	3,500	0.00%	3,500	0.00%
Sub-total Misc Revenue		9,402	10,573	5,300	5,000	5,300	0.00%	5,300	0.00%	5,300	0.00%
Total Public Safety Revenues		687,451	708,624	645,600	750,800	756,200	17.13%	756,200	17.13%	756,200	17.13%

2014 BUDGET
Public Works Revenues
Function 36000

	Account Code	2011 Actual	2012 Actual	2013 Amended Budget	Projected 2013	2014 Dept. Requested Budget	% Change 13/14	2014 City Mgr Recommend Budget	% Change 13/14	2014 Adopted Budget	% Change 13/14
State Aids:											
MSA	5502	11,200	11,200	11,200	11,200	11,200	0.00%	11,200	0.00%	11,200	0.00%
Total Intergovernmental		11,200	11,200	11,200	11,200	11,200	0.00%	11,200	0.00%	11,200	0.00%
Engineering											
Right of Way permits	2290	2,430	5,817	2,500	2,500	2,500	0.00%	2,500	0.00%	2,500	0.00%
Total Licenses		2,430	5,817	2,500	2,500	2,500	0.00%	2,500	0.00%	2,500	0.00%
Charges for Service:											
Eng/Admin Fees											
Utility Franchise Fee (Xcel)	6641	507,933	480,686	500,000	500,000	500,000	0.00%	500,000	0.00%	500,000	0.00%
City Utility Franchise Fee - Water	6643	37,000	38,100	38,900	38,900	39,700	2.06%	39,700	2.06%	39,700	2.06%
City Utility Franchise Fee - Sewer	6643	59,100	60,900	62,100	62,100	63,300	1.93%	63,300	1.93%	63,300	1.93%
City Utility Franchise Fee - Stormwater	6643	11,500	11,800	12,000	12,000	12,200	1.67%	12,200	1.67%	12,200	1.67%
Water Admin Fee	6647	128,000	131,800	134,400	134,400	137,100	2.01%	137,100	2.01%	137,100	2.01%
Sewer Admin Fee	6647	128,000	131,800	134,400	134,400	137,100	2.01%	137,100	2.01%	137,100	2.01%
Stormwater Admin Fee	6647	108,800	112,100	114,300	114,300	116,600	2.01%	116,600	2.01%	116,600	2.01%
Sewer Admin Fee Sump Pump Program	6647	23,200	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Street Light Admin. Chg.	6647	6,200	6,400	6,500	6,500	6,600	1.54%	6,600	1.54%	6,600	1.54%
Garage Services for Enterprises Fees	6647	300,700	309,700	315,800	315,800	322,100	1.99%	322,100	1.99%	322,100	1.99%
Plant #1 Adm Fee	6647	143,695	148,858	150,000	152,400	154,500	3.00%	154,500	3.00%	154,500	3.00%
Plant #1 Direct Time	6647	85,223	88,933	100,000	100,000	100,000	0.00%	100,000	0.00%	100,000	0.00%
Projects	6647	165,340	155,504	160,500	160,500	180,000	12.15%	180,000	12.15%	180,000	12.15%
Sub-total Eng/Admin Fees		1,704,691	1,676,581	1,728,900	1,731,300	1,769,200	2.33%	1,769,200	2.33%	1,769,200	2.33%
Other charges for service											
Total Charges for Service	6602	1,401	40	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
		1,706,092	1,676,621	1,728,900	1,731,300	1,769,200	#DIV/0!	1,769,200	0	1,769,200	0
Other:											
Tower Leases											
Verizon 660 5th St	7803	28,523	29,379	30,300	30,300	31,200	2.97%	31,200	2.97%	31,200	2.97%
Tmobil - 675 Forestdale Rd	7803	19,472	20,860	21,800	21,700	22,700	4.13%	22,700	4.13%	22,700	4.13%
Verizon (US West) -700 Silver Lk Rd	7803	21,685	22,552	23,400	23,500	24,300	3.85%	24,300	3.85%	29,500	26.07%
Nextel - 660 5th st	7803	18,316	19,048	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Nextel - 700 Silver Lake rd	7803	19,101	19,810	20,600	20,600	21,400	3.88%	21,400	3.88%	21,400	3.88%
Sprint Nextel- 660 5th st	7803	19,813	20,660	21,400	21,500	22,200	3.74%	22,200	3.74%	22,200	3.74%
T-Mobile (Well 12 Site) 2400 Miss.	7803	12,844	12,748	13,200	13,300	13,700	3.79%	13,700	3.79%	13,700	3.79%
Sirius XM Satellite Radio - 660 5th st	7803	21,316	22,506	23,100	23,200	23,900	3.46%	23,900	3.46%	23,900	3.46%
Cingular-ATT - Well 12	7803	18,171	18,898	19,700	19,700	20,400	3.55%	20,400	3.55%	20,400	3.55%
Clearwire - Freedom Park	7803	0	37,075	19,700	19,700	20,400	3.55%	20,400	3.55%	20,400	3.55%
Clearwire - South Water Tower	7803	20,800	21,632	22,500	22,500	23,300	3.56%	23,300	3.56%	23,300	3.56%
AT&T - 660 5th St	7803	0	0	0	9,300	28,000	#DIV/0!	28,000	#DIV/0!	28,000	#DIV/0!
TTM Forestdale Water Tower Lease	7803	4,992	5,193	5,400	5,400	5,600	3.70%	5,600	3.70%	5,600	3.70%
TTM - South Water Tower Lease	7803	4,992	5,192	5,400	5,400	5,600	3.70%	5,600	3.70%	5,600	3.70%
Clear Channel	7803	1,151	1,000	1,200	1,000	1,000	-16.67%	1,000	-16.67%	1,000	-16.67%
Williams Energy - (Garage)	7803	500	500	500	500	500	0.00%	500	0.00%	500	0.00%
Sub-total Tower Leases		211,676	257,053	228,200	237,600	264,200	15.78%	264,200	15.78%	269,400	18.05%
Refunds and reimbursements	7805	0	30,233	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Other		211,676	287,286	228,200	237,600	264,200	#DIV/0!	264,200	0	269,400	0
Total Public Works		1,931,398	1,980,924	1,970,800	1,982,600	2,047,100	3.87%	2,047,100	3.87%	2,052,300	4.14%

CITY OF NEW BRIGHTON

STRATEGIC PLAN 2014

PUBLIC WORKS

- WATER, SANITARY SEWER, STORMWATER, AND STREET LIGHTING

Service Description

Public Works provides the traditional City services that are essential for suburban communities: streets and sidewalks, water, sanitary sewer, storm water, fleet maintenance, and engineering. Streets and sidewalks, fleet maintenance, and engineering are paid for through general fund taxes whereas water, sanitary sewer, and storm water are enterprise funds and paid for through user fees.

The Water Division provides residents with a safe, efficient, and economical water supply through state-of-the-art filtration plants, equipment, and monitoring. The water system consists of 92 miles of watermains, 750 fire hydrants, 5 water treatment plants, 11 wells, 4 water storage tanks, and 5,700 service connections. The City has an on-going odd/even lawn sprinkling policy to insure there will be an adequate supply of water for domestic purposes and fire protection during high water use periods.

The Sanitary Sewer Division cleans and maintains a 74 mile system of sanitary sewers and 5 lift stations. The lift stations are inspected daily and the sewer system cleaned and inspected on a biennial basis to eliminate problems and backups. In addition, approximately 100,000 feet of the sewer system are television inspected annually. The final treatment and disposal of sanitary sewerage is handled on the metro level by Metropolitan Council Environmental Services. The City of New Brighton pays the MCES nearly 1.4 million dollars annually for sewage treatment and disposal.

The Stormwater Division was created in 1994 to prevent flooding and erosion, promote groundwater infiltration, and improve the surface water quality of City lakes, wetlands and watercourses. The storm water system consists of approximately 33 miles of storm drainage pipe and numerous natural and manmade holding ponds which purify stormwater through settling and natural biological treatment.

Water meter reading and utility billing for the enterprise funds is administered through the Finance Department.

- Provide safe and high quality water supply to meet present and future needs
- Provide a healthy and attractive urban environment through the collection of sanitary sewage
- To prevent flooding and erosion and enhance the water quality of City lakes, wetlands and watercourses

Personnel Status and Strategy

See public works/engineering narrative.

Strategic Opportunities and Challenges

- Continue to focus on the maintenance and upkeep of the City's infrastructure through the street renovation and contract maintenance programs.
- Stormwater education and capital projects will be a significant challenge in protecting the City's natural resources and achieving compliance with federal NPDES mandates.
- Continue to monitor the amount of overhead and staff time necessary to effectively handle the responsibilities of the stormwater utility as well as assure that the utility is adequately handling its operational and capital costs.
- On July 16, 2011 the City of New Brighton received a historical rain event. On August 23, 2011 The City Council Authorized a City Wide Flood Study and Updates to the City Comprehensive Stormwater Management Plan (CSMP). The Rice Creek Watershed District approved the City of New Brighton's local updates to the CSMP on August 8, 2012. Staff will continue to implement flood mitigation project as identified in the study.
- Continue spot replacement and recalibration of water meters and a systematic approach to use of new technology when economically feasible, such as radio read remotes.
- Establish and implement a cross-connection prevention and education program between critical businesses and the City water supply.
- Manage the costs of the City's street lighting system, including the areas to be added during the next several years through redevelopment.
- Continue regular monitoring of gas vapor wells installed in the east side of Old Highway 8. This monitoring is a requirement of the MPCA as part of the Miller Dump Closure project, City Project 07-5.
- The Minnesota Pollution Control Agency (MPCA) Citizens' Board recently approved reissuance of the Municipal Separate Storm Sewer System (MS4) permit. This permit helps protect water quality by reducing the amount of polluted runoff from reaching streams, rivers and lakes. Each phase of the MS4 program is meant to include additional conditions for managing stormwater. The City is scheduled to submit an application form to the MPCA by Dec. 29th, 2013. This is 150 days from the issuance of the MS4 permit. Specific Minimum Control Measure (MCM) updates are required and many of these new updates will need to be implemented within the MPCA's schedule that ranges from 6 to 24 months.

**2014 BUDGET
WATER
701-46711**

		2011 Actual	2012 Actual	2013 Adopted Budget	Projected 2013	2014 Dept. Requested Budget	% Change 13/14	2014 City Mgr Recommend Budget	% Change 13/14	2014 Adopted Budget	% Change 13/14
REVENUES											
Utility Service Revenue	6651	1,164,336	1,326,178	1,432,900	1,326,000	1,474,200	2.88%	1,474,200	2.88%	1,511,100	5.46%
Utility Late Fees	6603	6,494	8,755	0	8,200	5,000	#DIV/0!	5,000	#DIV/0!	5,000	#DIV/0!
Plant #1 Reimbursements	6647	181,398	182,872	189,300	189,300	193,100	2.01%	193,100	2.01%	193,100	2.01%
Utility Adjustments	6602	6,781	3,825	0	800	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Fridley	6625	17,495	16,034	20,000	20,000	20,000	0.00%	20,000	0.00%	20,000	0.00%
Sale of Water meters	6653	0	2,290	0	1,100	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total for Charges for Service		1,376,504	1,539,954	1,642,200	1,545,400	1,692,300	3.05%	1,692,300	3.05%	1,729,200	5.30%
Refunds & Reimbursements	7805	0	8,148	0	4,400	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Capital Contribution	7807	322,264	13,801	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Misc. State Grants	5508		1,520	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interest Earnings	8801	3,869	(561)	800	3,000	2,000	150.00%	2,000	150.00%	2,000	150.00%
Transfers In	9980	1,638	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Miscellaneous		327,771	22,908	800	7,400	2,000	150.00%	2,000	150.00%	2,000	150.00%
Total Revenues		1,704,275	1,562,862	1,643,000	1,552,800	1,694,300	3.12%	1,694,300	3.12%	1,731,200	5.37%
PERSONNEL SERVICES											
Regular Wage	1100	356,192	391,053	395,800	395,800	403,900	2.05%	406,300	2.65%	406,200	2.63%
Overtime	1110	23,753	23,251	24,300	24,300	24,700	1.65%	24,700	1.65%	24,700	1.65%
Severance	1400	0	0	3,800	3,800	5,200	36.84%	5,200	36.84%	5,200	36.84%
FICA	1640	28,422	30,612	32,100	32,100	32,800	2.18%	33,000	2.80%	33,000	2.80%
PERA	1645	26,374	30,456	28,000	28,000	28,600	2.14%	28,800	2.86%	31,100	11.07%
Insurance	1650	49,760	54,252	57,400	57,400	60,300	5.05%	60,300	5.05%	58,900	2.61%
Worker's Compensation	1660	13,400	13,800	14,700	14,700	16,600	12.93%	16,600	12.93%	16,600	12.93%
Unemployment Comp	1670	957	1,384	1,000	1,500	1,000	0.00%	1,000	0.00%	1,000	0.00%
CC Membership	1675	536	680	100	100	700	600.00%	700	600.00%	700	600.00%
TOTAL		499,394	545,488	557,200	557,700	573,800	2.98%	576,600	3.48%	577,400	3.63%
MATERIALS AND SUPPLIES											
General Materials	2170	66,796	77,147	69,000	69,000	71,000	2.90%	71,000	2.90%	66,400	-3.77%
Watermeters/remotes		20,000									
Water main breaks		51,000									
Chemicals	2175	28,525	33,743	31,900	34,000	32,800	2.82%	32,800	2.82%	30,700	-3.76%
Books & Periodicals	2250	296	430	300	300	300	0.00%	300	0.00%	300	0.00%
Small Equipment	2280	2,500	2,709	2,700	3,100	2,800	3.70%	2,800	3.70%	2,600	-3.70%
TOTAL		98,117	114,029	103,900	106,400	106,900	2.89%	106,900	2.89%	100,000	-3.75%
CONTRACTUAL SERVICES											
Professional Services	3300	57,930	59,142	68,000	68,000	68,000	0.00%	68,000	0.00%	68,000	0.00%
Meter reading assistance		6,500									
Leak Detect		9,000									
Other & water sampling		10,000									
Roof Mgmt		500									
MDH Water Connection fee		42,000									
Electricity	3318	16,262	19,762	20,000	20,000	20,600	3.00%	20,600	3.00%	19,300	-3.50%
Natural Gas	3319	6,424	5,718	10,500	10,500	10,500	0.00%	10,500	0.00%	9,800	-6.67%
Postage	3330	3,898	3,948	4,400	4,900	4,400	0.00%	4,400	0.00%	4,400	0.00%
Utility Bills		4,400									
Printing & Publishing	3340	5,908	5,151	6,500	6,500	6,500	0.00%	6,500	0.00%	6,500	0.00%
NBS - utility bills (w40%,s40%,ss20%)		4,000									
U/B inserts		2,500									
Memberships & Dues	3360	271	299	500	500	500	0.00%	500	0.00%	500	0.00%
Training	3370	2,012	863	2,000	2,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
Subsistence	3375	0	0	300	300	300	0.00%	300	0.00%	300	0.00%
Travel	3380	331	198	300	300	300	0.00%	300	0.00%	300	0.00%
Maintenance-Equipment											
Buildings & Grounds	3510	33,638	69,588	71,500	71,500	73,500	2.80%	73,500	2.80%	73,500	2.80%
Garage Maintenance	3550	147,200	151,600	154,600	154,600	157,700	2.01%	157,700	2.01%	157,700	2.01%
Administrative Charge	3551	128,000	131,800	134,400	134,400	137,100	2.01%	137,100	2.01%	137,100	2.01%
City Utility ROW Fee	3552	37,000	38,100	38,900	38,900	39,700	2.06%	39,700	2.06%	39,700	2.06%
Non-Fleet Internal Charge	3561	5,200	6,300	6,700	6,700	7,100	5.97%	7,100	5.97%	7,100	5.97%
Fleet Internal Charge	3562	67,100	69,700	72,300	72,300	75,000	3.73%	75,000	3.73%	68,000	-5.95%
Risk Mgmt. Internal Charge	3563	24,000	25,300	25,400	25,400	22,900	-9.84%	22,900	-9.84%	22,900	-9.84%
Info. Tech. Internal Charge	3564	30,400	31,000	32,800	32,800	33,100	0.91%	33,100	0.91%	33,100	0.91%
Pavement Mgmt Charge	3565	3,100	3,200	3,300	3,300	3,500	6.06%	3,500	6.06%	3,500	6.06%
Other Services	3590	1,940	5,041	3,800	3,800	3,900	2.63%	3,900	2.63%	3,900	2.63%
Audit & Financial	3701	3,702	3,649	3,200	3,200	3,200	0.00%	3,200	0.00%	3,200	0.00%
TOTAL		574,316	630,359	659,400	659,900	669,800	1.58%	669,800	1.58%	660,800	0.21%
OTHER											
Debt Service:											
Interest	8802	488	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Transfer Out to Cap. Imp. Fund	9992										
Water Infrastructure		342,200	0	150,900	150,900	155,400	2.98%	155,400	2.98%	155,400	2.98%
Annual Street Reconstruction		45,000	0	260,000	260,000	267,800	3.00%	267,800	3.00%	267,800	3.00%
07-08 Elect. Exp Fd 206		1,748	3,318	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		389,436	3,318	410,900	410,900	423,200	2.99%	423,200	2.99%	423,200	2.99%
Total Expenses		1,561,263	1,293,194	1,731,400	1,734,900	1,773,700	2.44%	1,776,500	2.60%	1,761,400	1.73%
Net Revenues over Expenses		143,012	269,668	(88,400)	(182,100)	(79,400)		(82,200)		(30,200)	

**2014 BUDGET
SEWER
702-46712**

		2011	2012	2013	Projected	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Adopted	2013	Dept.	13/14	City Mgr	13/14	Adopted	13/14
				Budget		Requested		Budget		Budget	
REVENUES											
Utility Services Revenue	6651	2,134,320	2,070,558	2,451,800	2,248,000	2,536,400	3.45%	2,536,400	3.45%	2,472,800	0.86%
Utility Late Fees	6003	99,470	73,029	0	65,000	60,000	#DIV/0!	60,000	#DIV/0!	60,000	#DIV/0!
Plant #1 Reimbursements	6647	85,198	83,235	88,400	88,400	90,200	2.04%	90,200	2.04%	90,200	2.04%
Utility Adjustments	6602	4,110	2,955	0	1,100	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total for Charges for Service		2,323,098	2,229,777	2,540,200	2,402,500	2,686,600	5.76%	2,686,600	5.76%	2,623,000	3.26%
Refunds & Reimbursements	7805	0	21	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Capital Contribution	0	16,954	2,877	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Over/Short	7890		(20)	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interest Earnings	8801	7,187	2,085	2,600	500	500	-80.77%	500	-80.77%	500	-80.77%
Other Interest	8805	17,695	15,429	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Miscellaneous		41,836	20,392	2,600	500	500	-80.77%	500	-80.77%	500	-80.77%
Total Revenues		2,364,934	2,250,169	2,542,800	2,403,000	2,687,100	5.67%	2,687,100	5.67%	2,623,500	3.17%
PERSONNEL SERVICES											
Regular Wage	1100	283,769	304,159	312,300	312,300	319,300	2.24%	321,700	3.01%	321,700	3.01%
Overtime	1110	12,137	12,211	13,000	13,000	13,300	2.31%	13,300	2.31%	13,300	2.31%
Severance	1400	218	0	3,000	3,000	3,100	3.33%	3,100	3.33%	3,100	3.33%
FICA	1640	22,396	23,750	24,900	24,900	25,400	2.01%	25,600	2.81%	25,600	2.81%
PERA	1645	20,535	23,156	22,900	22,900	23,500	2.62%	23,600	3.06%	24,000	4.80%
Insurance	1650	33,788	37,124	39,100	39,100	41,000	4.86%	41,000	4.86%	40,200	2.81%
Workers' Comp	1660	18,900	19,500	20,700	20,700	11,100	-46.38%	11,100	-46.38%	11,100	-46.38%
Unemployment Comp	1670	958	1,384	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
CC Membership	1675	0	407	0	0	900	#DIV/0!	900	#DIV/0!	900	#DIV/0!
TOTAL		392,701	421,691	436,900	436,900	438,600	0.39%	441,300	1.01%	440,900	0.92%
MATERIALS AND SUPPLIES											
General Materials	2170	16,186	14,942	13,600	13,600	14,000	2.94%	14,000	2.94%	13,100	-3.68%
Small Equipment	2280	6,797	9,207	9,100	9,100	9,100	0.00%	9,100	0.00%	8,500	-6.59%
TOTAL		22,983	24,149	22,700	22,700	23,100	1.76%	23,100	1.76%	21,600	-4.85%
CONTRACTUAL SERVICES											
Professional Services	3300	10,138	6,404	9,000	9,000	9,000	0.00%	9,000	0.00%	9,000	0.00%
Meter reading	6,500										
Other	2,500										
Telephone	3310	4,114	4,114	4,800	4,800	4,800	0.00%	4,800	0.00%	4,500	-6.25%
Electricity	3318	5,101	4,604	5,200	5,200	5,300	1.92%	5,300	1.92%	5,000	-3.85%
Utility Charges - Mounds View	3320	571	982	800	900	900	12.50%	900	12.50%	800	0.00%
MCES	3322	1,269,945	1,273,811	1,362,700	1,362,700	1,390,000	2.00%	1,390,000	2.00%	1,388,200	1.87%
Postage	3330	2,800	4,200	3,000	3,000	3,000	0.00%	3,000	0.00%	3,000	0.00%
Utility Bills	3,000										
Printing & Publishing	3340	3,600	3,600	4,200	4,200	4,200	0.00%	4,200	0.00%	4,200	0.00%
NBS - utility bills (w40%,s40%,ss20%)	4,000										
U/B inserts	200										
Training	3370	1,139	1,953	1,500	1,500	2,400	60.00%	2,400	60.00%	2,400	60.00%
Subsistence	3375	0	0	300	300	300	0.00%	300	0.00%	300	0.00%
Travel	3380	23	0	300	300	300	0.00%	300	0.00%	300	0.00%
Maint.-Equip,Bldg & Grnds	3510	85,985	90,917	120,600	120,600	124,200	2.99%	124,200	2.99%	124,200	2.99%
T.V. inspections	50,000										
System repairs	25,000										
Root treatments	15,000										
Joint sealing	30,000										
Equipment rental	4,200										
Garage Maintenance	3550	147,200	151,600	154,600	154,600	157,700	2.01%	157,700	2.01%	157,700	2.01%
Administrative Charge	3551	128,000	131,800	134,400	134,400	137,100	2.01%	137,100	2.01%	137,100	2.01%
City Utility ROW Fee	3552	59,100	60,900	62,100	62,100	63,300	1.93%	63,300	1.93%	63,300	1.93%
Non-Fleet Internal Charge	3561	5,200	6,300	6,700	6,700	7,100	5.97%	7,100	5.97%	7,100	5.97%
Fleet Internal Charge	3562	78,800	81,100	83,400	83,400	85,900	3.00%	85,900	3.00%	84,500	1.32%
Risk Mgmt. Internal Charge	3563	29,300	31,600	31,700	31,700	44,400	40.06%	44,400	40.06%	44,400	40.06%
Info. Tech. Internal Charge	3564	30,400	31,000	32,800	32,800	33,100	0.91%	33,100	0.91%	33,100	0.91%
Pavement Mgmt Charge	3565	3,100	3,200	3,300	3,300	3,500	6.06%	3,500	6.06%	3,500	6.06%
Other Services	3590	1,456	3,440	3,100	3,100	3,100	0.00%	3,100	0.00%	3,100	0.00%
Audit & Financial	3701	3,702	3,649	3,200	3,200	3,200	0.00%	3,200	0.00%	3,200	0.00%
TOTAL		1,869,674	1,895,174	2,027,700	2,027,800	2,082,800	2.72%	2,082,800	2.72%	2,078,900	2.53%
OTHER											
Transfer Out to Cap. Proj.	9992										
Annual Street Reconstruction		54,600	0	57,900	57,900	59,600	2.94%	59,600	2.94%	59,600	2.94%
Sump Pump Program - Admin		23,200	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Sewer Infrastructure		125,000	181,200	125,000	(125,000)	0	-100.00%	0	-100.00%	0	-100.00%
TOTAL		202,800	181,200	182,900	(67,100)	59,600	-67.41%	59,600	-67.41%	59,600	-67.41%
Total Expenses		2,488,158	2,522,214	2,670,200	2,420,300	2,604,100	-2.48%	2,606,800	-2.37%	2,601,000	-2.59%
Net Revenues over Expenses		(123,224)	(272,045)	(127,400)	(17,300)	83,000		80,300		22,500	

**2014 BUDGET
STORMWATER
703-49500**

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Adopted Budget	Projected 2013	Dept. Requested Budget	13/14	City Mgr Recommend Budget	13/14	Adopted Budget	13/14
REVENUES											
Utility Service Revenue	6651	595,386	595,713	646,900	629,400	661,200	2.21%	661,200	2.21%	661,200	2.21%
Plant #1 Reimbursements	6647	48,798	46,417	50,800	50,800	51,800	1.97%	51,800	1.97%	51,800	1.97%
Total for Charges for Service		644,184	642,130	697,700	680,200	713,000	2.19%	713,000	2.19%	713,000	2.19%
Interest Earnings	8801-8803	9,361	3,293	4,500	6,300	5,000	11.11%	5,000	11.11%	5,000	11.11%
Assessments	1111-1317	37	29	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Capital Contributions	7807	407,810	352,591	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Refunds & Reimbursements	7805	174	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Miscellaneous		417,382	355,913	4,500	6,300	5,000	11.11%	5,000	11.11%	5,000	11.11%
Total Revenues		1,061,566	998,043	702,200	686,500	718,000	2.25%	718,000	2.25%	718,000	2.25%
PERSONNEL SERVICES											
Regular Wage	1100	92,752	100,969	106,500	106,500	108,600	1.97%	108,600	1.97%	108,600	1.97%
Overtime	1110	6,616	6,797	7,000	7,000	7,200	2.86%	7,200	2.86%	7,200	2.86%
Severance	1400	218	0	100	100	200	100.00%	200	100.00%	200	100.00%
FICA	1640	7,447	8,033	8,700	8,700	8,900	2.30%	8,900	2.30%	8,900	2.30%
PERA	1645	5,978	7,317	6,600	6,600	6,700	1.52%	6,700	1.52%	7,300	10.61%
Insurance	1650	12,559	14,013	14,900	14,900	15,800	6.04%	15,800	6.04%	15,300	2.68%
Workers' Comp	1660	6,800	7,100	7,200	7,200	5,600	-22.22%	5,600	-22.22%	5,600	-22.22%
Unemployment Comp	1670	652	1,574	700	700	700	0.00%	700	0.00%	700	0.00%
CC Membership	1675	0	0	0	0	200	NA	200	#DIV/0!	200	#DIV/0!
TOTAL		133,022	145,803	151,700	151,700	153,900	1.45%	153,900	1.45%	154,000	1.52%
MATERIALS AND SUPPLIES											
General Materials	2170	11,802	13,452	12,900	12,900	13,200	2.33%	13,200	2.33%	12,400	-3.88%
Small Equipment	2280	2,204	2,503	2,500	2,500	2,500	0.00%	2,500	0.00%	2,300	-8.00%
TOTAL		14,006	15,955	15,400	15,400	15,700	1.95%	15,700	1.95%	14,700	-4.55%
CONTRACTUAL SERVICES											
Professional Services	3300	6,000	10,113	5,200	5,200	10,000	92.31%	10,000	92.31%	10,000	92.31%
Roof Mgmt	1,000										
MS4 Services/flood studies	5,000										
T.V. Inspections	4,000										
Postage - utility bills	3330	1,400	2,100	2,000	2,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
Printing/publishing	3340	2,038	2,002	2,400	2,400	2,400	0.00%	2,400	0.00%	2,400	0.00%
NBS - utility bills	1,800										
U/B inserts	600										
Subscrip/Memb/Dues	3360	1,000	1,000	500	1,000	1,000	100.00%	1,000	100.00%	1,000	100.00%
Training	3370	1,649	1,085	2,000	2,000	2,000	0.00%	2,000	0.00%	2,000	0.00%
Maint. Equip, Bldg & Grnds	3510	26,428	27,072	27,500	35,000	28,300	2.91%	28,300	2.91%	28,300	2.91%
Garage Maintenance	3550	6,300	6,500	6,600	6,600	6,700	1.52%	6,700	1.52%	6,700	1.52%
Administrative Charge	3551	108,800	112,100	114,300	114,300	116,600	2.01%	116,600	2.01%	116,600	2.01%
City Utility ROW Fee	3552	11,500	11,800	12,000	12,000	12,200	1.67%	12,200	1.67%	12,200	1.67%
Non-Fleet Internal Charge	3561	5,200	6,300	6,700	6,700	7,100	5.97%	7,100	5.97%	7,100	5.97%
Fleet Internal Charge	3562	48,600	50,000	51,400	51,400	52,900	2.92%	52,900	2.92%	51,500	0.19%
Risk Mgmt, Internal Charge	3563	6,900	7,100	7,300	7,300	6,800	-6.85%	6,800	-6.85%	6,800	-6.85%
Info. Tech. Internal Charge	3564	12,500	12,700	13,800	13,800	13,900	0.72%	13,900	0.72%	13,900	0.72%
Pavement Mgmt Charge	3565	1,500	1,500	1,700	1,700	1,700	0.00%	1,700	0.00%	1,700	0.00%
Other Services	3590	1,205	1,781	2,200	2,200	2,200	0.00%	2,200	0.00%	2,200	0.00%
Audit & Financial	3701	903	890	3,200	3,200	3,200	0.00%	3,200	0.00%	3,200	0.00%
TOTAL		241,923	254,043	258,800	266,800	269,000	3.94%	269,000	3.94%	267,600	3.40%
OTHER											
Transfer Out - Stormwater In	9992				33,900	50,000	#DIV/0!	50,000	#DIV/0!	47,100	#DIV/0!
Transfer Out - Lake Diane	9992	800	800	800	800	800	0.00%	800	0.00%	800	0.00%
Transfer Out - Bicentennial F	9992	0	0	700	700	700	0.00%	700	0.00%	700	0.00%
Transfer Out to Cap. Proj.	9992										
Annual Street Reconstruction		56,200	57,850	59,600	59,600	61,400	3.02%	61,400	3.02%	61,400	3.02%
Pond Dredgings		50,000	50,000	51,500	51,500	53,000	2.91%	53,000	2.91%	53,000	2.91%
Curb & Drainage Improvements		0	100,000	103,000	103,000	106,100	3.01%	106,100	3.01%	106,100	3.01%
TOTAL		107,000	208,650	215,600	249,500	272,000	26.16%	272,000	26.16%	269,100	24.81%
Total Expenses		495,951	624,451	641,500	683,400	710,600	10.77%	710,600	10.77%	705,400	9.96%
Net Revenue over Expenses		565,615	373,592	60,700	3,100	7,400		7,400		12,600	

**2014 BUDGET
STREET LIGHT SYSTEM
704-40000**

		2011	2012	2013	2014	2014	2014	2014	2014	2014
		Actual	Actual	Adopted	Dept.	City Mgr	% Change	% Change	Adopted	% Change
				Budget	Requested	Budget	13/14	13/14	Budget	13/14
REVENUES										
Utility Service Revenue	6651	176,641	178,678	192,900	189,400	204,400	5.96%	5.96%	202,400	4.92%
Total for Charges for Service		176,641	178,678	192,900	189,400	204,400	5.96%	5.96%	202,400	4.92%
Refunds Reimbursements	7805	0	2,885	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!
Investment Earnings	8801	(175)	(58)	(100)	(500)	(500)	400.00%	400.00%	(500)	400.00%
Total Miscellaneous		(175)	2,827	(100)	(500)	(500)	400.00%	400.00%	(500)	400.00%
Total Revenues		176,466	181,505	192,800	188,900	203,900	5.76%	5.76%	201,900	4.72%
MATERIALS AND SUPPLIES										
General Materials	2170	0	5,815	2,500	2,700	2,500	0.00%	0.00%	2,300	-8.00%
TOTAL		0	5,815	2,500	2,700	2,500	0.00%	0.00%	2,300	-8.00%
CONTRACTUAL SERVICES										
Professional Services	3300	1,311	0	500	0	500	0.00%	0.00%	500	0.00%
Electricity	3318	156,553	141,790	152,700	152,700	157,200	2.95%	2.95%	147,100	-3.67%
Maint. Equip. Bldg & Grnds	3510	2,337	32,043	10,000	5,000	10,000	0.00%	0.00%	10,000	0.00%
Administrative Charge	3551	6,200	6,400	6,500	6,500	6,600	1.54%	1.54%	6,600	1.54%
Risk Mgmt. Internal Charge	3563	16,400	18,300	18,600	18,600	19,000	2.15%	2.15%	19,000	2.15%
Total Contractual Services		182,801	198,533	188,300	182,800	193,300	2.66%	2.66%	183,200	-2.71%
Total Expenses		182,801	204,348	190,800	185,500	195,800	2.62%	2.62%	185,500	-2.78%
Net Revenue over Expenses		(6,335)	(22,843)	2,000	3,400	8,100			16,400	

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

BRIGHTWOOD HILLS GOLF COURSE

Service Description

The City of New Brighton owns and operates Brightwood Hills Golf Course, a 9-hole, par 30, municipal golf course for residents of New Brighton and the surrounding communities to enjoy. The course is nestled neatly into a residential area on its east side and borders a commercial-retail area on the west. Brightwood Hills is home to many adult, junior, and senior golf leagues and offers opportunities for tournaments and corporate events.

- Operate a well-maintained, efficient, customer-oriented golf course.
- Provide the community with a warm, inviting facility for local meetings, family events, and social functions.

The clubhouse was constructed in 1999 allowing the building to operate year round. From November to March, the clubhouse is marketed as a rental facility for meetings, reunions, family events, etc. A full-time Golf Operations Manager oversees the facility and course business. As an enterprise operation, Brightwood Hills intends to pay for the provision of its services through user fees. Similar to a private business, the annual profits or losses are the responsibility of the golf course fund.

Proposed Changes to Service Level or Revenue

As proven in a resident survey, Brightwood Hills Golf Course is valued by the community due to its recreational opportunities for seniors, adult, youth, and families and its value as undeveloped open space.

A six stalled practice range is used by lesson participants and those purchasing a bucket of balls; new netting was installed in 2012. In addition a new paver patio floor was installed in the gazebo on hole #8 and all maintenance sheds were painted. The pavilion overlooking hole #9 was renovated in 2013. The City will continue to strive to implement service level enhancements to ensure that Brightwood Hills remains a community asset. The primary goal is to ensure that the City's golf course is financially viable; managed in a creative, innovative, entrepreneurial and team-oriented manner; and a positive image is maintained within the local golf community.

High quality customer service and course maintenance conditions will continue to be the focal point for staff to ensure that all golfers have a quality and positive experience.

Personnel Status and Strategy

	# of People	Position	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full-Time	1	Golf Operations Manager	1.00	1.00	1.00	1.00
Total	Full-time FTEs		1.00	1.00	1.00	1.00
	Seasonal/Part-Time FTEs		3.9	3.9	3.9	3.41
	Total Parks & Recreation FTEs		4.9	4.9	4.9	4.9

Strategic Opportunities and Challenges Brightwood Hills Golf Course

1. To attract at least 24,000 golfers per year to Brightwood Hills.
2. To evaluate new revenue generating opportunities.
3. To continually increase the quality of golf course maintenance to attract new golfers, retain current golfers, and positively promote the City's image.
4. To market the clubhouse as a meeting site for local business meetings and social functions.
5. To attract golf events and groups that will utilize the course during non-peak hours.
6. To proactively address changes in course conditions, due to weather conditions, in order to minimize any degradation in course quality.

**2014 BUDGET
BRIGHTWOOD HILLS GOLF COURSE
741-44721**

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Adopted Budget	Projected 2013	Dept. Requested Budget	13/14	City Mgr Budget	13/14	Adopted Budget	13/14
REVENUES:											
CHARGES FOR SERVICE											
Taxable Services	6601	5,943	6,700	6,000	4,800	5,100	-15.00%	5,100	-15.00%	5,100	-15.00%
Non-Taxable	6602	3,053	3,316	2,900	1,700	2,000	-31.03%	2,000	-31.03%	2,000	-31.03%
Golf Membership	6701	13,489	15,380	16,200	14,800	16,900	4.32%	16,900	4.32%	16,900	4.32%
Greens Fee	6702	164,480	167,026	211,600	150,100	198,000	-6.43%	198,000	-6.43%	198,000	-6.43%
Practice Range	6703	2,253	2,227	2,500	2,100	2,000	-20.00%	2,000	-20.00%	2,000	-20.00%
Lessons	6706	18,505	17,220	17,100	14,900	16,200	-5.26%	16,200	-5.26%	16,200	-5.26%
Food for Resale	6771	18,987	22,671	25,000	21,400	22,000	-12.00%	22,000	-12.00%	22,000	-12.00%
Cart Rental	6772	15,700	18,780	20,000	17,100	19,300	-3.50%	19,300	-3.50%	19,300	-3.50%
TOTAL		242,410	253,320	301,300	226,900	281,500	-6.57%	281,500	-6.57%	281,500	-6.57%
MISCELLANEOUS											
Rental/Room	7803	4,170	4,173	3,700	4,000	4,000	8.11%	4,000	8.11%	4,000	8.11%
Over/Short	7890	(71)	1	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Transfers In - from Comm R	9980	0	0	0	0	0	#DIV/0!	32,600	#DIV/0!	33,300	#DIV/0!
Transfers In - from Closed B	9980	57,900	350,130	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interest Earnings	8801	878	90	0	(1,200)	(1,500)	#DIV/0!	(1,500)	#DIV/0!	(1,500)	#DIV/0!
TOTAL		62,877	354,394	3,700	2,800	2,500	-32.43%	35,100	848.65%	35,800	867.57%
Total Revenues		305,287	607,714	305,000	229,700	284,000	-6.89%	316,600	3.80%	317,300	4.03%
EXPENSES:											
PERSONNEL SERVICES											
Regular Wage	1100	129,763	139,801	150,900	133,700	150,400	-0.33%	152,300	0.93%	152,300	0.93%
Severance Pay	1400	0	0	100	0	500	400.00%	500	400.00%	500	400.00%
FICA	1640	9,417	10,127	11,500	11,500	11,500	0.00%	11,700	1.74%	11,700	1.74%
PERA	1645	8,409	9,991	8,900	8,900	9,100	2.25%	9,200	3.37%	9,400	5.62%
Insurance	1650	11,106	11,644	12,200	12,200	13,000	6.56%	13,000	6.56%	13,000	6.56%
Workers' Comp	1660	3,100	3,100	3,000	3,000	3,900	30.00%	3,900	30.00%	3,900	30.00%
Unemployment Comp	1670	1,984	3,625	4,500	4,500	4,500	0.00%	4,500	0.00%	4,500	0.00%
TOTAL		163,779	178,288	191,100	173,800	192,900	0.94%	195,100	2.09%	195,300	2.20%
MATERIALS AND SUPPLIES											
General Materials	2170	19,591	16,656	16,500	16,500	16,500	0.00%	16,500	0.00%	16,500	0.00%
Uniforms	2260	180	0	200	100	200	0.00%	200	0.00%	200	0.00%
Small Equipment	2280	139	2,459	1,500	1,000	1,000	-33.33%	1,000	-33.33%	1,000	-33.33%
TOTAL		19,910	19,115	18,200	17,600	17,700	-2.75%	17,700	-2.75%	17,700	-2.75%
CONTRACTUAL SERVICES											
Professional Services	3300	2,591	1,455	7,100	6,600	6,900	-2.82%	6,900	-2.82%	6,900	-2.82%
Telephone	3310	557	617	600	600	600	0.00%	600	0.00%	600	0.00%
Electricity	3318	5,726	5,443	6,000	6,000	6,000	0.00%	6,000	0.00%	6,000	0.00%
Natural Gas	3319	1,042	1,089	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
Utility Charges	3320	694	915	800	800	800	0.00%	800	0.00%	800	0.00%
Printing & Publishing	3340	2,395	4,126	4,200	4,200	4,200	0.00%	4,200	0.00%	4,200	0.00%
Waste Removal	3351	2,278	2,538	2,500	2,000	2,500	0.00%	2,500	0.00%	2,500	0.00%
Subscriptions & Dues	3360	1,271	2,455	2,300	2,200	2,400	4.35%	2,400	4.35%	2,400	4.35%
Training	3370	434	325	400	300	400	0.00%	400	0.00%	400	0.00%
Travel	3380	102	17	100	100	100	0.00%	100	0.00%	100	0.00%
Maintenance-Equipment	3510	8,460	9,705	8,700	6,900	7,800	-10.34%	7,800	-10.34%	8,300	-4.60%
Buildings & Grounds											
Non-Fleet Internal Charge	3561	22,700	23,400	24,100	24,100	24,900	3.32%	24,900	3.32%	24,900	3.32%
Fleet Internal Charge	3562	3,000	3,100	3,200	3,200	3,300	3.13%	3,300	3.13%	3,300	3.13%
Risk Mgmt. Internal Charge	3563	22,400	25,400	25,800	25,800	6,200	-75.97%	6,200	-75.97%	6,200	-75.97%
Info. Tech. Internal Charge	3564	5,900	6,000	6,500	6,500	6,600	1.54%	6,600	1.54%	6,600	1.54%
Pavement Mgmt Charge	3565	2,200	2,500	2,800	2,800	3,100	10.71%	3,100	10.71%	3,100	10.71%
Credit Card Fees	3585	0	0	3,500	3,500	3,500	0.00%	3,500	0.00%	3,500	0.00%
Other Services	3590	11,748	11,807	7,100	7,500	7,500	5.63%	7,500	5.63%	7,500	5.63%
Items for Resale (Food)	3650	9,671	12,609	11,000	9,500	11,000	0.00%	11,000	0.00%	11,000	0.00%
Golf Merchandise	3660	9,043	4,495	4,400	3,900	4,000	-9.09%	4,000	-9.09%	4,000	-9.09%
Audit	3701	1,851	1,824	1,000	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%
TOTAL		114,063	119,820	123,100	118,500	103,800	-15.68%	103,800	-15.68%	104,300	-15.27%
OTHER											
Debt Service:											
Principal	25010	35,000	340,000	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interest	8802	21,893	16,883	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Agent Fee	8803	431	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Transfer to Other funds	9992	4,321	0	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		61,645	356,883	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Expenses		359,397	674,106	332,400	309,900	314,400	-5.42%	316,600	-4.75%	317,300	-4.54%
Net Revenues over Expenses		(54,110)	(66,392)	(27,400)	(80,200)	(30,400)		0		0	

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

RISK MANAGEMENT

Service Description

The Finance Director and the Assistant to the City Manager share the risk management duties. The Finance Director is responsible for risk management activities such as: obtaining insurance, loss control, and processing claims. The Assistant to the City Manager is responsible for the safety committee, claims investigation, administering claims, and monitoring litigation.

- Obtain appropriate insurance coverages
- Facilitate employee safety committee
- Manage claim processing and administration
- Conduct claims investigations

Proposed Changes in Service Level

Continue to monitor the appropriateness of the current deductible levels. Insurance premiums can be reduced by increasing the levels of deductibles. However, the City will then be self-insured to that level.

Strategic Opportunities and Challenges

The goal of risk management is threefold:

- To create a safe workplace
- To prevent catastrophic financial losses
- To provide budgetary stability

The implementation of a risk management program aids in preventing worksite accidents and injuries, and in reducing medical expenses and other costs related to lost workdays, replacement workers, etc. Risk management allows for a more effective use of City funds. An effective risk management program can save funds that may otherwise be spent on costly insurance policies, the replacement of damaged property, or paying claims related to liability or worker's compensation.

The City faces unique risks not found in the private sector. This is true for a number of reasons. First, some City services are inherently high risk. The activities of police and firefighters, for example, are dangerous and involve the potential for financial loss. In addition, most cities cannot manage risk by discontinuing a service. A critical activity such as road maintenance cannot be avoided.

Second, the scope of the City is enormous. We provide a multitude of services, including law enforcement, firefighting, and regulatory oversight, to name a few. Geographically, the scope of the City is broad as well. It includes City property, parks, and right of way. Realistically, the City cannot constantly monitor all activities in its domain.

Third, the City is unable to exercise total control over its physical environment. During normal business hours, the City does not restrict citizen access to many of its facilities. City Hall, the Family Service Center, and the License Bureau must be accessible to the public. Moreover, some public spaces —roadways, for example — are open for business 24 hours a day, seven days a week.

**2014 BUDGET
RISK MANAGEMENT
601-40000**

		2011	2012	2013	Projected	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Adopted	2013	Dept.	13/14	City Mgr	13/14	Adopted	13/14
				Budget		Budget		Budget		Budget	
REVENUES:											
CHARGES FOR SERVICE											
Internal Service Revenues	6610	290,600	290,100	294,600	294,600	283,600	-3.73%	283,600	-3.73%	283,600	-3.73%
Workers Comp. Revenues	6611	179,000	180,000	184,900	184,900	189,700	2.60%	189,700	2.60%	189,700	2.60%
TOTAL		469,600	470,100	479,500	479,500	473,300	-1.29%	473,300	-1.29%	473,300	-1.29%
MISCELLANEOUS											
Refunds and reimbursements	7805	70,840	116,362	0	20,600	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interest Earnings	8801	18,923	6,046	8,300	12,100	11,000	32.53%	11,000	32.53%	11,000	32.53%
Donations	7804	0	3,500	0	2,000	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL		89,763	125,908	8,300	34,700	11,000	32.53%	11,000	32.53%	11,000	32.53%
Total Revenues		559,363	596,008	487,800	514,200	484,300	-0.72%	484,300	-0.72%	484,300	-0.72%
EXPENSES:											
PERSONNEL SERVICES											
Regular Wage	1100	11,808	12,193	12,300	12,300	12,500	1.63%	12,500	1.63%	12,500	1.63%
FICA	1640	876	908	900	900	1,000	11.11%	1,000	11.11%	1,000	11.11%
PERA	1645	856	880	900	900	900	0.00%	900	0.00%	900	0.00%
Insurance	1650	937	1,191	1,200	1,200	1,300	8.33%	1,300	8.33%	1,300	8.33%
Workers Compensation	1660	100	100	100	100	100	0.00%	100	0.00%	100	0.00%
TOTAL		14,577	15,272	15,400	15,400	15,800	2.60%	15,800	2.60%	15,800	2.60%
MATERIALS AND SUPPLIES											
Miscellaneous Materials	2170	278	0	2,300	2,300	2,300	0.00%	2,300	0.00%	2,300	0.00%
Supplies											
Wellness											
TOTAL		278	0	2,300	2,300	2,300	0.00%	2,300	0.00%	2,300	0.00%
CONTRACTUAL SERVICES											
Professional Services -	3300	19,949	18,464	19,100	19,100	19,500	2.09%	19,500	2.09%	19,500	2.09%
ILC Safety Contract											
Insurance Agent											
Training	3370	0	0	500	500	500	0.00%	500	0.00%	500	0.00%
Subsistence (Wellness Program)	3375	0	0	0	200	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Workers Comp Ins. Premium	3482	132,190	149,652	175,700	189,100	190,000	8.14%	190,000	8.14%	190,000	8.14%
Insurance Premiums	3483	188,727	193,737	203,100	192,800	206,000	1.43%	206,000	1.43%	206,000	1.43%
Municipal Liability											
Property											
Equipment Breakdown											
Mobile Property											
Faithful Performance											
Auto Liability & Physical Damage											
Liquor Liability											
Sewer Backup											
Volunteer Accident											
Workers Comp. Ins. Deductible	3484	20,689	21,314	12,000	15,000	15,000	25.00%	15,000	25.00%	15,000	25.00%
Liability Ins. Deductibles	3485	34,162	19,697	100,000	100,000	100,000	0.00%	100,000	0.00%	100,000	0.00%
Prior Year Liability Ins. Deduct	3486	5,582	0	0	5,700	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Other Services	3590	1,024	4,560	5,800	5,800	6,000	3.45%	6,000	3.45%	6,000	3.45%
Annual Hearing Tests-PW Workers											
Employee Wellness Program											
Personal Trainer											
TOTAL		402,323	407,424	516,200	528,200	537,000	4.03%	537,000	4.03%	537,000	4.03%
Total Expenses		417,178	422,696	533,900	545,900	555,100	3.97%	555,100	3.97%	555,100	3.97%
Net Revenues over Expenses		142,185	173,312	(46,100)	(31,700)	(70,800)		(70,800)		(70,800)	

CITY OF NEW BRIGHTON STRATEGIC PLAN 2014

INFORMATION TECHNOLOGY

Service Area Description

Information Technology (IT) resides in the Administration Department. It provides for the maintenance and upkeep of the City's information technology resources, including computer systems, network hardware and software, electronic security system, meeting room technology, telephone system, cell phones, virtual systems and copiers. With the exception of licensing and related fees that are directly tied to a specific department, all IT costs are captured in this department. The significant costs associated with the upgrading of the City's computer hardware and software systems are in this budget area as well. IT is structured as an internal service fund, which provides for the maintenance of the City's information technology systems. Structuring this budget as an internal service fund allows for users (other departments) to be charged for their utilization of the services provided for in the area of technology.

Proposed Changes in Service Level or Revenue

The City has made a significant investment in IT over the last five years in terms of personnel and capital. This investment has allowed the organization to improve efficiencies and to better service the public. Due to this significant investment, the City's primary focus is to maintain its current IT infrastructure and less on implementing new systems. However, the City will continue to search for new ways to help keep technology current and to implement improved service delivery methods.

Personnel Status and Strategy

	# of People	Position	FTE 2011	FTE 2012	FTE 2013	FTE 2014
Full-Time						
	1	IT Administrator	1.00	1.00	1.00	1.00
	1	IT Technician	1.00	1.00	1.00	1.00
Total	2		2.00	2.00	2.00	2.00

IT Mission Statement

- The Information Technology Department will provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the City's mission as it applies to the management of the City's current and future IT needs.

Strategic Opportunities and Challenges

- The City will continue to ensure that the City's equipment, software, and servers are current and operational. One of the departmental focuses will be on maintaining the City's current Information Technology infrastructure to ensure that it continues to meet the City's present and future needs.
- The City will continue to operate the Information Technology in a manner that is cost effective yet still meets the City's on-going and changing computer needs.
- The full implementation of a new electronic recordkeeping system occurred in 2005 and 2006. A significant amount of documents have been scanned into the system, including a number of official City records. IT staff would like to proceed with the scanning project to ensure that current and historical documents are scanned and maintained properly in the future.
- The use of GIS systems provides a great opportunity for the City to improve its base of knowledge regarding various databases associated with geographic parcels. There will be a continued focus on increasing the use of GIS applications, throughout every department. Some of this support will come from our joint powers partners such as the Ramsey County GIS system and the North Suburban Cable Commission.
- The effective use of current infrastructure to provide the most cost effective data and communications network to support both current and future system needs will continue to be a focus.
- The City will continue to expand its security system utilizing both video surveillance and card access. The focus is on ensuring safety and reducing key control costs.
- The City will continue to explore and utilize new technology that can be used to communicate more efficiently with our residents (software such as Granicus, Fix 311, and the revamped City Webpage).
- The City will continue to implement a virtual server and computer systems that creates both a more reliable and cost effective use of network equipment.
- The City will continue to implement a five year IT capital equipment replacement schedule to ensure that the City is budgeting appropriately for future Information Technology expenditures.

2014 BUDGET
INFORMATION TECHNOLOGY FUND
605-40000

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Adopted Budget	Projected 2013	Dept. Requested Budget	13/14	City Mgr Budget	13/14	Adopted Budget	13/14
REVENUES											
Internal Service Revenues	6610	527,000	508,000	518,200	518,200	528,200	1.93%	528,200	1.93%	514,700	-0.68%
In-house Eng & Admin	6647	405		0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total for Charges for Service		527,405	508,000	518,200	518,200	528,200	1.93%	528,200	1.93%	514,700	-0.68%
Grant	5508-5718	1,500	1,500	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Army Reimbursement	7810	6,000	6,000	6,000	6,000	6,000	0.00%	6,000	0.00%	6,000	0.00%
Interest Earnings	8801	23,507	7,788	9,800	14,600	13,000	32.65%	13,000	32.65%	13,000	32.65%
Transfer in	9980	0	39,653	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Miscellaneous		31,007	54,941	15,800	20,600	19,000	20.25%	19,000	20.25%	19,000	20.25%
Total Revenues		558,412	562,941	534,000	538,800	547,200	2.47%	547,200	2.47%	533,700	-0.06%
PERSONNEL SERVICES											
Regular Wage	1100	103,916	109,718	114,500	102,000	114,700	0.17%	118,900	3.84%	118,700	3.67%
Severance Pay	1400	1,440	1,239	600	600	500	-16.67%	500	-16.67%	500	-16.67%
FICA	1640	8,314	8,728	8,800	7,800	8,800	0.00%	9,100	3.41%	9,100	3.41%
PERA	1645	7,534	7,680	8,300	7,400	8,300	0.00%	8,600	3.61%	8,700	4.82%
Insurance	1650	11,502	12,097	12,500	11,200	17,200	37.60%	17,200	37.60%	12,900	3.20%
Workers Compensation	1660	800	800	800	800	1,100	37.50%	1,100	37.50%	1,100	37.50%
FSC Employee Membership	1675	407	0	400	0	0	-100.00%	0	-100.00%	0	-100.00%
Total Personnel Services		133,913	140,262	145,900	129,800	150,600	3.22%	155,400	6.51%	151,000	3.50%
MATERIALS AND SUPPLIES											
General Materials	2170	8,964	9,763	11,000	11,000	11,000	0.00%	11,000	0.00%	10,500	-4.55%
Small Equipment	2280	18,828	16,328	20,000	20,000	20,000	0.00%	20,000	0.00%	19,000	-5.00%
Total Materials and Supplies		27,792	26,091	31,000	31,000	31,000	0.00%	31,000	0.00%	29,500	-4.84%
CONTRACTUAL SERVICES											
Professional Services:	3300	6,436	17,860	9,000	13,000	9,000	0.00%	9,000	-30.77%	9,000	0.00%
Ramsey County GIS support	3,000										
Nexus IT Consulting Services	5,000										
Development assistance consulting:											
Intranet	1,000										
Telephone:	3310	89,487	103,966	95,000	86,000	98,400	3.58%	98,400	3.58%	91,600	-3.58%
Basic services	34,700										
Long distance	1,000										
Pagers	2,300										
Comm equipment	2,000										
Cellular phones	37,000										
Point to Point Network	3,400										
Internet	18,000										
Postage	3330	0	113	0	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Training	3370	385	345	500	500	500	0.00%	500	0.00%	500	0.00%
Maintenance:	3510	50,044	70,864	99,000	60,000	102,700	3.74%	102,700	3.74%	97,400	-1.62%
Web page support (Avenet)	1,000										
Fix 311	1,500										
Granicus Support	8,200										
E Ticket	2,500										
Electronic Recordkeeping (Laserfiche)	10,500										
Network	9,000										
Copiers & office equipment	7,500										
Phone support	7,500										
Postage Machine (Pitney Bowes)	500										
Cable Operations-Maintenance	4,000										
Security Software (Access Card Reader)	6,000										
Backup System	2,500										
Certificate Renewal for Web Site	500										
Auxillium West/HR Source	500										
MS Office Maint.	6,500										
Script Logic	5,500										
Email Anti Virus Renewal	1,900										
Fire Wall	3,500										
VSPHERE Virtual Enviroment Renewal	7,500										
Anti Virus end point	4,400										
Network Operating System	4,400										

**2014 BUDGET
INFORMATION TECHNOLOGY FUND
605-40000**

		2011	2012	2013	2014		2014		2014		
		Actual	Actual	Adopted	Dept.	% Change	City Mgr	% Change	Adopted	% Change	
				Budget	Budget	13/14	Budget	13/14	Budget	13/14	
V-Brick Webstreaming	2,000										
Risk Mgmt. Internal Chg.	3563	2,200	3,500	3,600	2,300	-36.11%	2,300	-36.11%	2,300	-36.11%	
Other Services	3590	149	635	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%	
Total Contractual Services		148,701	197,283	208,100	213,900	2.79%	213,900	2.79%	201,800	-3.03%	
CAPITAL OUTLAY											
Equipment:	6200	121,340	75,629								
Replacement of PCs (10)				15,000	15,500		15,500		15,500		
Replacement of printers				3,000	3,000		3,000		3,000		
Replacement of network equip.				10,000	12,000		12,000		12,000		
Replacement of network server				15,000	15,500		15,500		15,500		
Replacement of PS vehicle laptops (4)				17,000	17,500		17,500		16,000		
Finance system (Therefore)				128,700	0	128,700	128,700		120,400		
Fire Vehicle Laptops (3)				10,000	12,800		12,800		12,800		
Arcview (GIS) Upgrade				6,200	6,200						
Public Safety Property Mgmt Program				0	0	7,300	7,300		6,900		
Antivirus Software					6,700		6,700		6,300		
Telephone System					123,500						
Total Capital Outlay		121,340	75,629	204,900	200,200	6.88%	219,000	6.88%	208,400	1.71%	
Total Expenses		431,746	439,265	589,900	525,100	4.17%	619,300	4.98%	590,700	0.14%	
Net Revenues over Expenses		126,666	123,676	(55,900)	13,700	(67,300)	20.39%	(72,100)	28.98%	(57,000)	1.97%

**2014 BUDGET
FLEET REPLACEMENT FUND
603-40000**

		2011 Actual	2012 Actual	2013 Adopted Budget	Projected 2013	2014 Dept. Requested Budget	% Change 13/14	2014 City Mgr Recommend Budget	% Change 13/14	2014 Adopted Budget	% Change 13/14
REVENUES:											
CHARGES FOR SERVICE											
Internal Service Revenues	6610	379,300	391,600	404,400	404,400	417,700	3.29%	417,700	3.29%	407,900	0.87%
TOTAL		379,300	391,600	404,400	404,400	417,700	3.29%	417,700	3.29%	407,900	0.87%
MISCELLANEOUS											
Sale of City property	7802	0	28,507	0	10,000	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interest Earnings	8801	99,749	31,530	41,300	58,400	55,000	33.17%	55,000	33.17%	55,000	33.17%
Transfer in	9980	0	165,639	165,600	165,600	161,400	-2.54%	161,400	-2.54%	161,400	-2.54%
TOTAL		99,749	234,676	206,900	234,000	216,400	4.59%	216,400	4.59%	216,400	4.59%
Total Revenues		479,049	626,276	611,300	638,400	634,100	3.73%	634,100	3.73%	624,300	2.13%
EXPENSES:											
CAPITAL OUTLAY											
Parks:		511,299	520,415								
2013 Toolcat & attachments (replaces JD2155)					50,100						
Dodge Ram Pickup				36,200	33,700						
Forestry											
Dodge Ram Pickup						20,000		20,000		20,000	
Police:											
Chev Tahoe - PSO (095)				40,100	40,100						
Ford Crown Vic Squad (094)						39,500		39,500		39,500	
Ford Crown Vic Squad (093)						39,500		39,500		39,500	
Ford Crown Vic Squad - Unmarked (092)						39,500		39,500		39,500	
Fire:											
Luverne Commander II Truck				540,800	540,800						
Chev Tahoe						42,600		42,600		42,600	
Engineering:											
Public Works:											
Chevy Silverado w/plow package				34,500	32,600						
Int'l Dump (box & hydraulics)				180,600	139,200						
JD Tractor (replaced dump truck)				180,600	69,200						
773T Bobcat (annual lease)				1,700	1,700	5,700		5,700		5,700	
MT Trackless Sidewalk Plow				148,900	121,200						
Int'l Dump (box & hydraulics)						180,600		180,600		174,800	
John Deere Front-End Loader						26,400		26,400		24,700	
Layton Model H500 Paver						53,100		53,100		49,700	
LeRoi Trailer Mounted Air Compressor						18,200		18,200		17,000	
Truck Mounted Pothole Patcheron #865 Dump						76,300		76,300		71,400	
Water:											
4 x 4 Pickup Truck				24,500	32,000						
Chevy Suburban - Service Vehicle						37,200		37,200		37,200	
Total Capital Outlay		511,299	520,415	1,187,900	1,060,600	578,600		578,600		561,600	
Total Expenses		511,299	520,415	1,187,900	1,060,600	578,600		578,600		561,600	
Net Revenues over Expenses		(32,250)	105,861	(576,600)	(422,200)	55,500		55,500		62,700	

Completed Vehicle Condition Indexes June 2013
(Vehicles with VCI's of 27 and over as of June 2013 are eligible to be replaced)

Forestry	Vehicle	VCI Score	
015	Dodge Ram	31	Replace
Community Development			
028	Toyota Prius	24	Defer to 2015
0410	Chev pickup	21	Defer to 2015
0411	Chev Malibu	18	Defer to 2015
Public Safety			
022	Ford Explorer	23	(unfunded)
045	Chev Tahoe	27	Replace
046	Chev pickup	24.5	Defer to 2015
065	Chev Impala	24	Defer to 2015
070	Chev Impala	23	Defer to 2015
081	Chev Impala	18.5	Defer to 2015
092	Crown Victoria	30	Replace
093	Crown Victoria	31	Replace
094	Crown Victoria	30	Replace
095	Chev Tahoe	31	Replace
096	Chev Tahoe	24.5	Defer to 2015
098	Dodge Charger	18	Defer to 2015
Public Works			
0312	Ford utility truck	19.5	Defer to 2015
048	Ford Pickup	20	Defer to 2015
097	Chevrolet Suburban	27	Replace
005	International dump truck	34.5	Replace
Engineering			
057	Ford Taurus	14	Defer to 2015

Note: 8 of the 20 vehicles eligible to be replaced according to the replacement schedule will be included in the 2014 Fleet Budget.

Capital Replacement Justification Form

Current Asset Detail

Fund	Fleet	Department	Forestry
Asset Description	2001 Dodge Ram Pickup		
Date Acquire	2001	Purchase Price	\$16,868.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$20,000	10	Used for transporting Forestry personnel throughout the city, hauling woodchips, brush and used for water tank hauling to water trees throughout the summer.
2013	2014	\$19,800	10	Used for transporting Forestry personnel throughout the city, hauling woodchips, brush and used for water tank hauling to water trees throughout the summer. 6/20/11 Truck is used by seasonal staff to carry out their summer duties. Truck has low miles and is still in good condition, will move
2012	2013	\$19,200	10	Used for transporting Forestry personnel throughout the city, hauling woodchips, brush and used for water tank hauling to water trees throughout the summer. 6/20/11 Truck is used by seasonal staff to carry out their summer duties. Truck has low miles and is still in good condition, will move
2011	2012	\$18,600	10	Used for transporting Forestry personnel throughout the city, hauling woodchips, brush and used for water tank hauling to water trees throughout the summer.



ID	29	AssetID	408	CityID	015
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Vehicle Condition Index Vehicle 015 Dodge Ram - Parks

Factor	Points												
Age 13	One point for each year of chronological age, base on in-service date.												
Miles/Hours 48,219 5	One point for each 10,000 miles of use.												
Type of Service 3	1, 3, 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.												
Reliability 3	Points are assigned as 1, 2, 3, 4, or 5 depending on the frequency or repair/downtime. A 5 would be assigned to a vehicle that has 4% to 5% downtime or more, 4 for 3% to 4% downtime, 3 for 2% to 3% downtime, 2 for 1% to 2% downtime and one point would be assigned for vehicles with less than 1% downtime.												
M&R Costs 2 Maintenance and repair \$7,747 Price of truck \$15,560 50% of original cost of vehicle	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.												
Condition 3	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.												
Cost Per Mile 2 Lifetime Cost per mile: .16 per mile	Points are assigned as 1, 2, 3, 4, or 5 depending on the cost per mile relative to class. A 5 would be assigned to a vehicle with costs per mile in excess of 20% for the class. 4 – 15% > than class, 3 – 10% > than class, 2 – 05% > than class, 1 – equal to class.												
Point Ranges	<table><tr><td>Under 21 points</td><td>Condition I</td><td>Excellent</td></tr><tr><td>21 to 25 points</td><td>Condition II</td><td>Good</td></tr><tr><td>25 to 30 points</td><td>Condition III</td><td>Qualifies for replacement</td></tr><tr><td>31 points and above</td><td>Condition IV</td><td>Needs immediate consideration</td></tr></table>	Under 21 points	Condition I	Excellent	21 to 25 points	Condition II	Good	25 to 30 points	Condition III	Qualifies for replacement	31 points and above	Condition IV	Needs immediate consideration
Under 21 points	Condition I	Excellent											
21 to 25 points	Condition II	Good											
25 to 30 points	Condition III	Qualifies for replacement											
31 points and above	Condition IV	Needs immediate consideration											
Risk Factor (independent) (Not calculated in VCI)	<p>A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class.</p> <p>A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class.</p> <p>A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.</p>												

Vehicle Condition Index Summary

Department:

Factor	Vehicle #
Age	13
Miles/Hours	5
Type of Service	3
Reliability	3
M&R Costs	2
Condition	3
Cost Per Mile	2
TOTAL	31

Risk Factor: Medium

Notes: Vehicle Condition Index Completed on June 13, 2013

Capital Replacement Justification Form

Current Asset Detail

Fund	Fleet	Department	Police
Asset Description	2009 Ford Crown Victoria squad		
Date Acquire	2009	Purchase Price	\$27,947.39

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$39,500	5	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues & high mileage necessitates frequent replacement. Crown Victoria model no longer available; additional costs for upfitting vehicle with new
2013	2014	\$36,500	5	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues & high mileage necessitates frequent replacement. Crown Victoria model no longer available; additional costs for upfitting vehicle with new
2012	2013	\$33,500	4	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues & high mileage necessitates frequent replacement.
2011	2013	\$33,500	4	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues & high mileage necessitates frequent replacement.



ID	39	AssetID	1322	CityID	094
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Vehicle Condition Index Vehicle 094 – Crown Victoria

Factor	Points
Age	5
Miles 68,110	7
Hours (assumed) 4,700	12
Type of Service	5
Reliability	2
M&R Costs Maintenance and repair \$9,672 Price of vehicle \$25,089 39% of original price of vehicle	2
Condition	2
Cost Per Mile Lifetime average of \$0.18 per mile	2
Point Ranges	Under 21 points Condition I Excellent 21 to 25 points Condition II Good 25 to 30 points Condition III Qualifies for replacement 31 points and above Condition IV Needs immediate consideration
Risk Factor (independent) (Not calculated in VCI)	A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class. A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class. A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.

Vehicle Condition Index Summary

Department:

Factor	Vehicle #
Age	5
Miles/Hours	12
Type of Service	5
Reliability	2
M&R Costs	2
Condition	2
Cost Per Mile	2
TOTAL	30 Qualifies for replacement

Risk Factor: Medium

Notes: The hour meter does not work on this vehicle. A safe assumption of hours for this squad car is 4700, consistent with two other front-line squad cars, 092 and 093. These three cars were purchased together and used in the same manner. That would give this vehicle a score of 12 on miles/hours.

This VCI completed June 5, 2013

Capital Replacement Justification Form

Current Asset Detail

Fund Fleet

Department Police

Asset Description 2009 Ford Crown Victoria Police Interceptor squad car

Date Acquire 2009

Purchase Price \$27,896.27

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$39,500	5	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement. Crown Victoria model no
2013	2014	\$36,500	5	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement. Crown Victoria model no
2012	2013	\$35,500	4	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement.
2011	2013	\$33,500	4	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Rotated to SROs. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement.



ID 42

AssetID 1321

CityID 093

Vehicle Condition Index Vehicle 093 – Crown Victoria

Factor	Points
Age	5
Miles 74,253	7.5
Hours 4990	12.5
Type of Service	5
Reliability	2
M&R Costs 1.5 Maintenance and repair \$7,493 Price of vehicle \$25,190 30% of original price of vehicle	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.
Condition Numerous fender, door damage	3
Cost Per Mile Lifetime average of \$0.10 per mile	2
Point Ranges	Under 21 points Condition I Excellent 21 to 25 points Condition II Good 25 to 30 points Condition III Qualifies for replacement 31 points and above Condition IV Needs immediate consideration
Risk Factor (independent) (Not calculated in VCI)	A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class. A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class. A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.

Vehicle Condition Index Summary

Department:

Factor	Vehicle #
Age	5
Miles/Hours	12.5
Type of Service	5
Reliability	2
M&R Costs	1.5
Condition	3
Cost Per Mile	2
TOTAL	31 Qualifies for replacement

Risk Factor: Medium

Notes: This VCI completed June 6, 2013

Capital Replacement Justification Form

Current Asset Detail

Fund	Fleet	Department	Police
Asset Description	2009 Ford Crown Victoria Police Interceptor unmarked squad car		
Date Acquire	2009	Purchase Price	\$27,121.69

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$39,500	5	Front-line unmarked squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement. Crown Victoria model no longer
2013	2014	\$36,500	5	Front-line unmarked squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement. Crown Victoria model no longer
2012	2013	\$35,500	4	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement.
2011	2013	\$33,500	4	Front-line squad used for response to routine & emergency calls for service, in-progress criminal activity and medicals; conduct proactive traffic enforcement. Maintenance issues associated with emergency driving & high mileage from being operated around the clock necessitates frequent replacement.



ID	43	AssetID	1320	CityID	092
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Vehicle Condition Index Vehicle 092 – Crown Victoria

Factor			Points												
Age		5	One point for each year of chronological age, base on in-service date.												
Miles	66,669	6.5	One point for each 10,000 miles of use.												
Hours	4686	12	One hour of idle time = 25 miles of driving												
Type of Service		5	1, 3, 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.												
Reliability		2	Points are assigned as 1, 2, 3, 4, or 5 depending on the frequency or repair/downtime. A 5 would be assigned to a vehicle that has 4% to 5% downtime or more, 4 for 3% to 4% downtime, 3 for 2% to 3% downtime, 2 for 1% to 2% downtime and one point would be assigned for vehicles with less than 1% downtime.												
M&R Costs		2	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.												
Maintenance and repair	\$9,895														
Price of vehicle	\$23,469														
42% of original price of vehicle															
Condition		2	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.												
Cost Per Mile		2	Points are assigned as 1, 2, 3, 4, or 5 depending on the cost per mile relative to class. A 5 would be assigned to a vehicle with costs per mile in excess of 20% for the class. 4 – 15% > than class, 3 – 10% > than class, 2 – 05% > than class, 1 – equal to class.												
Lifetime average of \$0.14 per mile															
Point Ranges			<table><tr><td>Under 21 points</td><td>Condition I</td><td>Excellent</td></tr><tr><td>21 to 25 points</td><td>Condition II</td><td>Good</td></tr><tr><td>25 to 30 points</td><td>Condition III</td><td>Qualifies for replacement</td></tr><tr><td>31 points and above</td><td>Condition IV</td><td>Needs immediate consideration</td></tr></table>	Under 21 points	Condition I	Excellent	21 to 25 points	Condition II	Good	25 to 30 points	Condition III	Qualifies for replacement	31 points and above	Condition IV	Needs immediate consideration
Under 21 points	Condition I	Excellent													
21 to 25 points	Condition II	Good													
25 to 30 points	Condition III	Qualifies for replacement													
31 points and above	Condition IV	Needs immediate consideration													
Risk Factor (independent) (Not calculated in VCI)			<p>A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class.</p> <p>A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class.</p> <p>A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.</p>												

Vehicle Condition Index Summary

Department:

Factor	Vehicle #
Age	5
Miles/Hours	12
Type of Service	5
Reliability	2
M&R Costs	2
Condition	2
Cost Per Mile	2
TOTAL	30 Qualifies for replacement

Risk Factor: Medium

Notes: This VCI completed June 6, 2013

Capital Replacement Justification Form

Current Asset Detail

Fund	Fleet	Department	Fire
Asset Description	2004 Chevy Tahoe		
Date Acquire	2004	Purchase Price	\$38,651.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$42,600	8	Used by Deputy Fire Chief as a take-home vehicle allows quick response to emergency incidents and serves as a command center. Can tow fire boats and trailers. Also serves as a personnel/equipment transport vehicle for fire/rescue emergency response. Replacement has been extended another year to 2014 budget.
2013	2014	\$41,400	8	Used by Deputy Fire Chief as a take-home vehicle allows quick response to emergency incidents and serves as a command center. Can tow fire boats and trailers. Also serves as a personnel/equipment transport vehicle for fire/rescue emergency response. Replacement has been extended another year to 2014 budget.
2012	2013	\$42,600	8	Used by Deputy Fire Chief as a take-home vehicle allows quick response to emergency incidents and serves as a command center. Can tow fire boats and trailers. Also serves as a personnel/equipment transport vehicle for fire/rescue emergency response. Extended by one year to 2013 budget.
2011	2012	\$40,500	8	Used by Deputy Fire Chief as a take-home vehicle allows quick response to emergency incidents and serves as a command center. Can tow fire boats and trailers. Also serves as a personnel/equipment transport vehicle for fire/rescue emergency response.



ID	9	AssetID	950	CityID	045
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Vehicle Condition Index Vehicle 045 Chev Tahoe

Factor		Points	
Age	10	One point for each year of chronological age, base on in-service date.	
Miles/Hours	49,769	5	One point for each 10,000 miles of use.
Type of Service		5	1, 3, 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.
Reliability		2	Points are assigned as 1, 2, 3, 4, or 5 depending on the frequency or repair/downtime. A 5 would be assigned to a vehicle that has 4% to 5% downtime or more, 4 for 3% to 4% downtime, 3 for 2% to 3% downtime, 2 for 1% to 2% downtime and one point would be assigned for vehicles with less than 1% downtime.
M&R Costs		1	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.
Maintenance and Repair	\$5,174		
Price of vehicle	\$27,063		
19% of original cost of vehicle			
Condition		2	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.
Cost Per Mile		2	Points are assigned as 1, 2, 3, 4, or 5 depending on the cost per mile relative to class. A 5 would be assigned to a vehicle with costs per mile in excess of 20% for the class. 4 – 15% > than class, 3 – 10% > than class, 2 – 05% > than class, 1 – equal to class.
Lifetime average of \$0.12 per mile			
Point Ranges			Under 21 points Condition I Excellent 21 to 25 points Condition II Good 25 to 30 points Condition III Qualifies for replacement 31 points and above Condition IV Needs Immediate consideration
Risk Factor (independent) (Not calculated in VCI)			A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class. A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class. A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.

Vehicle Condition Index Summary

Department:

Factor	Vehicle #
Age	10
Miles/Hours	5
Type of Service	5
Reliability	2
M&R Costs	1
Condition	2
Cost Per Mile	2
TOTAL	27 - Qualifies for replacement

Risk Factor: Medium

Notes: This VCI completed May 20, 2013

Capital Replacement Justification Form

Current Asset Detail

Fund Fleet

Department Public Works (shared)

Asset Description 773T Bobcat (Annual upgrade)

Date Acquire 2012

Purchase Price \$1,603.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$5,700	1	City-owned machine. This is a one-year upgrade, with no servicing or maintenance required. Complete warranty. (2014 one time increase for tier 4 motor.)
2013	2013	\$1,603	1	City-owned machine. This is a one-year upgrade, with no servicing or maintenance required. Complete warranty.
2012	2012	\$1,800	1	City-owned machine. This is a one-year upgrade, with no servicing or maintenance required. Complete warranty.
2011	2011	\$1,700	1	



ID 49

AssetID

CityID 12-12

Capital Replacement Justification Form

Current Asset Detail

Fund Fleet

Department Public Works (shared)

Asset Description 2000 International Dump

Date Acquire 1999

Purchase Price \$88,692.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$174,800	15	International truck chassis Crysteel plow package
2013	2014	\$207,000	15	Astleford truck chassis \$84,500 Crysteel plow, hydraulics, hook attachment \$116,400 This truck will house the patch unit in the summer, and a v-box spreader in the winter
2012	2014	\$186,000	15	Astleford truck chassis \$81,225 Crysteel plow, hydraulics \$94,050
2011	2014	\$177,300	15	



ID 67

AssetID 589

CityID 005

Vehicle Condition Index Vehicle 005 International Dump Truck

Factor		Points												
Age	15	One point for each year of chronological age, base on in-service date.												
Miles/Hours 30,119 miles	3	One point for each 10,000 miles of use.												
Type of Service	5	1, 3, 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.												
Reliability	2	Points are assigned as 1, 2, 3, 4, or 5 depending on the frequency or repair/downtime. A 5 would be assigned to a vehicle that has 4% to 5% downtime or more, 4 for 3% to 4% downtime, 3 for 2% to 3% downtime, 2 for 1% to 2% downtime and one point would be assigned for vehicles with less than 1% downtime.												
M&R Costs \$29,694 Price of truck \$88,692 35% of original cost of truck	1.5	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.												
Condition	3	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.												
Cost Per Mile 5 year initial Average = \$0.76 per mile 5 year final Average = \$1.40 per mile	5	Points are assigned as 1, 2, 3, 4, or 5 depending on the cost per mile relative to class. A 5 would be assigned to a vehicle with costs per mile in excess of 20% for the class. 4 – 15% > than class, 3 – 10% > than class, 2 – 05% > than class, 1 – equal to class.												
Point Ranges		<table> <tr> <td>Under 21 points</td><td>Condition I</td><td>Excellent</td></tr> <tr> <td>21 to 25 points</td><td>Condition II</td><td>Good</td></tr> <tr> <td>25 to 30 points</td><td>Condition III</td><td>Qualifies for replacement</td></tr> <tr> <td>31 points and above</td><td>Condition IV</td><td>Needs immediate consideration</td></tr> </table>	Under 21 points	Condition I	Excellent	21 to 25 points	Condition II	Good	25 to 30 points	Condition III	Qualifies for replacement	31 points and above	Condition IV	Needs immediate consideration
Under 21 points	Condition I	Excellent												
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25 to 30 points	Condition III	Qualifies for replacement												
31 points and above	Condition IV	Needs immediate consideration												
Risk Factor (independent) (Not calculated in VCI)		<p>A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class.</p> <p>A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class.</p> <p>A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.</p>												

Vehicle Condition Index Summary

Department:

Factor	Vehicle # 005
Age	15
Miles/Hours	3
Type of Service	5
Reliability	2
M&R Costs	1.5
Condition	3
Cost Per Mile	5
TOTAL	34.5

Risk Factor: High

Vehicle Condition Index completed on June 28, 2013

Capital Replacement Justification Form

Current Asset Detail

Fund Fleet

Department Public Works (shared)

Asset Description John Deere Front end Loader

Date Acquire 2012

Purchase Price \$146,041.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$24,700	2	City-owned machine. This is a two-year upgrade, with a complete warranty on machine. A higher cost has been projected due to John Deere changing to a final tier 4 engine.
2013	2014	\$18,000	2	City-owned machine. This is a two-year upgrade, with a complete warranty on machine. Expected cost will be much lower than 2012, unless John Deere changes the series to a L model.
2012	2012	\$27,200	2	City-owned machine. This is a 2 year upgrade, with a complete warranty on machine. The 2012 model will have the tier 4 motor upgrade to conform with the latest emissions regulations..
2011	2012	\$12,400	2	



ID 51

AssetID 671

CityID 12-03

Capital Replacement Justification Form

Current Asset Detail

Fund	Fleet	Department	Public Works (shared)
Asset Description	Layton Model H500 Paver		
Date Acquire	1999	Purchase Price	\$17,948.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$49,700	15	
2013	2014	\$53,100	15	
2012	2014	\$23,200	15	
2011	2014	\$23,900	15	



ID	68	AssetID	612	CityID	996
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Capital Replacement Justification Form

Current Asset Detail

Fund Fleet

Department Public Works (shared)

Asset
Description

LeRoi Trailer mounted air compressor Model # 125 CFM

Date Acquire

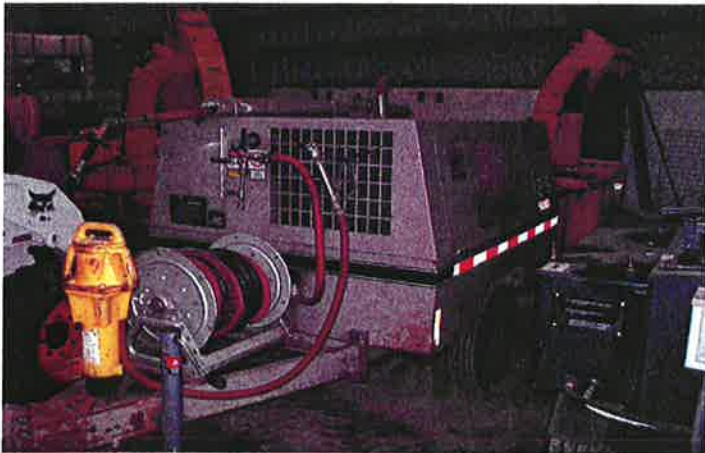
1998

Purchase Price

\$10,857.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$17,000	16	Compressor is used for jack hammer, sand blasting, blowing out irrigation, etc... It is used by Public Works and Parks
2013	2014	\$17,600	16	Compressor is used for jack hammer, sand blasting, blowing out irrigation, etc... It is used by Public Works and Parks
2012	2013	\$18,200	15	Compressor is used for jack hammer, sand blasting, blowing out irrigation, etc...
2011	2013	\$17,600	15	



ID 61

AssetID 607

CityID 9810

Capital Replacement Justification Form

Current Asset Detail

Fund **Fleet**

Department **Public Works (shared)**

Asset
Description

Truck Mounted Pothole Patcheron #865 dumptruck

Date Acquire

2001

Purchase Price

\$42,760.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$71,400	12	This truck and Patcheron unit will be sold as one unit. A new Stepp Patcheron or equal will be mounted on truck #005, a dump truck that will be replaced in 2014.
2013	2014	\$74,000	12	This truck and Patcheron unit will be sold as one unit. A new Stepp Patcheron will be mounted on the new replacement single axle that replaces 005. The new dump truck will be a hook truck, that will carry the patcher in the summer and a v-box spreader in the winter.
2012	2014	\$74,000	12	The 2000 plowtruck chassis from truck 005 will be mounted under the new pothole patch unit in 2014.
2011	2014	\$67,700	12	



ID **66**

AssetID **593**

CityID **025**

Capital Replacement Justification Form

Current Asset Detail

Fund	Fleet	Department	Water
Asset Description	2009 Chevrolet Suburban - service vehicle		
Date Acquire	2009	Purchase Price	\$31,748.20

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$37,200	5	Water service truck. Fully loaded with tools, maps, laptop computer. This unit is also the take-home vehicle for the duty person.
2013	2014	\$37,200	5	Water service truck. Fully loaded with tools, maps, laptop computer. This unit is also the take-home vehicle for the duty person.
2012	2014	\$35,100	5	Water service truck. Fully loaded with tools, maps, laptop computer. This unit is also the take-home vehicle for the duty person.
2011	2014	\$40,600	5	



ID 90

AssetID 1325

CityID 097

Vehicle Condition Index Vehicle 097 Chevrolet Suburban

Factor	Points													
Age	5	One point for each year of chronological age, base on in-service date.												
Miles/Hours 80,999 miles	8	One point for each 10,000 miles of use.												
Type of Service	5	1, 3, 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.												
Reliability	2	Points are assigned as 1, 2, 3, 4, or 5 depending on the frequency or repair/downtime. A 5 would be assigned to a vehicle that has 4% to 5% downtime or more, 4 for 3% to 4% downtime, 3 for 2% to 3% downtime, 2 for 1% to 2% downtime and one point would be assigned for vehicles with less than 1% downtime.												
M&R Costs \$6,479 Price of truck \$31,748 20% of original cost of truck	1	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.												
Condition This truck is used 7 days a week for water service and week-end duty	5	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.												
Cost Per Mile Lifetime average 0.08 per mile	1	Points are assigned as 1, 2, 3, 4, or 5 depending on the cost per mile relative to class. A 5 would be assigned to a vehicle with costs per mile in excess of 20% for the class. 4 – 15% > than class, 3 – 10% > than class, 2 – 05% > than class, 1 – equal to class.												
Point Ranges		<table> <tr> <td>Under 21 points</td> <td>Condition I</td> <td>Excellent</td> </tr> <tr> <td>21 to 25 points</td> <td>Condition II</td> <td>Good</td> </tr> <tr> <td>25 to 30 points</td> <td>Condition III</td> <td>Qualifies for replacement</td> </tr> <tr> <td>31 points and above</td> <td>Condition IV</td> <td>Needs immediate consideration</td> </tr> </table>	Under 21 points	Condition I	Excellent	21 to 25 points	Condition II	Good	25 to 30 points	Condition III	Qualifies for replacement	31 points and above	Condition IV	Needs immediate consideration
Under 21 points	Condition I	Excellent												
21 to 25 points	Condition II	Good												
25 to 30 points	Condition III	Qualifies for replacement												
31 points and above	Condition IV	Needs immediate consideration												
Risk Factor (independent) (Not calculated in VCI)		<p>A high "risk factor" is a determination that the vehicle is projected to operate at a cost higher than > the vehicle class.</p> <p>A medium "risk factor" is a determination that the vehicle is projected to operate at a cost equal to the vehicle class.</p> <p>A low "risk factor" is a determination that the vehicle is projected to operate at a cost lower than < the vehicle class.</p>												

Vehicle Condition Index Summary

Department:

Factor	Vehicle # 097
Age	5
Miles/Hours	8
Type of Service	5
Reliability	2
M&R Costs	1
Condition	5
Cost Per Mile	1
TOTAL	27

Risk Factor: High

Vehicle Condition Index completed June 25, 2013

2013 BUDGET
NON-FLEET REPLACEMENT FUND
604-40000

		2011	2012	2013	2013	2014	% Change	2014	% Change	2014	% Change
		Actual	Actual	Adopted	Projected	Dept.	13/14	City Mgr	13/14	Adopted	13/14
				Budget	2013	Requested		Recommend		Budget	
REVENUES:											
CHARGES FOR SERVICE											
Internal Service Revenues	6610	340,200	365,100	369,500	369,500	382,300	3.46%	382,300	3.46%	382,100	3.41%
TOTAL		340,200	365,100	369,500	369,500	382,300	3.46%	382,300	3.46%	382,100	3.41%
MISCELLANEOUS											
Interest Earnings	8801	64,946	20,326	27,000	37,900	34,000	25.93%	34,000	25.93%	34,000	25.93%
Transfers	9980	0	13,865	6,400	6,400	10,600	65.63%	10,600	65.63%	10,600	65.63%
TOTAL		64,946	34,191	33,400	44,300	44,600	33.53%	44,600	33.53%	44,600	33.53%
Total Revenues		405,146	399,291	402,900	413,800	426,900	5.96%	426,900	5.96%	426,700	5.91%
EXPENSES:											
CAPITAL OUTLAY											
		180,463	191,028								
Urgent:											
Admin:											
City Hall Carpet						80,400		80,400		80,400	
Elections:											
Accuvote Ballot Tabulators				41,300	-	41,300		41,300		41,300	
Auto Mark Ballot Markers				36,700	-	36,700		36,700		36,700	
Parks:											
Irrigation - Vermont						6,900		6,900		6,900	
Neighborhood Center Cameras				15,000	15,000						
Playground - Hidden Oaks				40,000	40,000						
Chairs at Neighborhood Centers				14,200	-	14,200		14,200		13,300	
Gazebo - Veteran's						37,100		37,100		37,100	
Park Signs						32,000		32,000		32,000	
Playground - Innsbruck						45,000		45,000		45,000	
Playground - Meadow Wood						42,000		42,000		42,000	
NBCC:											
Carpeting - leased space areas				30,000	-	30,000		30,000		30,000	
Locker Room Renovation (excluding lockers)				306,000	306,000						
Restroom Renovation				90,000	90,000						
Water Softener				6,100	-	6,100		6,100		6,100	
Life Fitness Treadmill				7,500	7,500						
Life Fitness Treadmill				7,500	7,500						
Senior Room #'s 221 & 222 Improvements				21,700	21,700						
Lockers - Men's & Women's				16,200	16,200						
Locker Room Floors/Fitness center				13,100	13,100						
Divider Walls						76,100		76,100		76,100	
Indoor Track						53,900		53,900		53,900	
Police:											
Exercise Equipment				27,300	27,300						
Night Vision Enforcer				5,000	-	5,000		5,000		5,000	
Varda alarm				5,000	-						
mp5 machine guns (8)					10,200						
Radar Units (6 units)				13,500	-	13,500		13,500		12,700	
Taser X-26						10,300		10,300		9,700	
Fire:											
Apparatus Bay Floor				20,600	20,600						
Rope (ice rescue, confined space)				5,300	-						
Nozzles (8)						5,800		5,800		5,800	
Medtronic Lifepak 1000 AED (5)						14,200		14,200		14,200	
Engineering:											
Trimble R10 GNSS Surveying System				32,000	31,600						
Golf:											
Well Pump Motor				18,000	-	18,500		18,500		18,500	
Maintenance Bldg				31,900	31,900						
Security Cameras						6,400		6,400		6,400	
Security Cameras - Parking Lot						6,400		6,400		6,400	
Public Works											
Truck Hoist						53,600		53,600		53,600	
Hotsy Pressure Washer						6,700		6,700		6,300	
Gate & Operator						28,200		28,200		28,200	
Urgent subtotal:		0	0	803,900	638,600	670,300		670,300		667,600	
Potentially Defer:											
Potentially Defer subtotal:		0	0	0	0	0		0		0	
Total Capital Outlay		180,463	191,028	803,900	638,600	670,300		670,300		667,600	
Total Expenses		180,463	191,028	803,900	638,600	670,300		670,300		667,600	
Net Revenues over Expenses		224,683	208,263	(401,000)	(224,800)	(243,400)		(243,400)		(240,900)	

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet Department Administration/Central Services

Asset Description City Hall Carpet

Date Acquire 2004 Purchase Price \$39,883.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$80,400	10	The life expectancy of the carpet at City Hall is ten years. The carpet is cleaned annually to prolong its life expectancy. Due to the constant wear and tear on the carpet, this type of carpet typically needs to be replaced within a ten year time frame.
2013	2014	\$73,500	10	The life expectancy of the carpet at City Hall is ten years. The carpet is cleaned annually to prolong its life expectancy. Due to the constant wear and tear on the carpet, this type of carpet typically needs to be replaced within a ten year time frame.
2012	2014	\$75,700	10	The life expectancy of the carpet at City Hall is ten years. The carpet is cleaned annually to prolong its life expectancy. Due to the constant wear and tear on the carpet, this type of carpet typically needs to be replaced within a ten year time frame.
2011	2014	\$73,500	10	The life expectancy of the carpet at City Hall is ten years. The carpet is cleaned annually to prolong its life expectancy. Due to the constant wear and tear on the carpet, this type of carpet typically needs to be replaced within a ten year time frame.



ID 108

AssetID

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund | Non-Fleet

Department | Elections

Asset Description | Accuvote Precinct Tabulators (6)

Date Acquire | 2002

Purchase Price | \$26,310.33

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$41,300	8	Six tabulators at \$6,884 each, one for each precinct & one for absentee; increased by two tabulators. Mandatory for conducting elections in conjunction with Ramsey County. Ramsey County will facilitate the replacements. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be
2013	2013	\$41,300	8	Six tabulators at \$6,884 each, one for each precinct & one for absentee; increased by two tabulators. Mandatory for conducting elections in conjunction with Ramsey County. Ramsey County will facilitate the replacements. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be
2012	2013	\$29,400	7	Recommend continued deferral since 2010. Mandatory for conducting elections in conjunction with Ramsey County. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be consistent with Ramsey County. (Four tabulators, one for each precinct.)
2011	2013	\$28,500	7	Mandatory for conducting elections in conjunction with Ramsey County. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be consistent with Ramsey County. (Four tabulators, one for each precinct.)



ID | 106

AssetID | 65

CityID |

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Elections
Asset Description	Auto Mark ballot markers (5)		
Date Acquire	2006	Purchase Price	\$28,000.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$36,700	8	Mandatory for conducting elections in conjunction with Ramsey County. Ramsey County facilitates replacements. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be consistent with Ramsey County. (Five ballot markers, one for each precinct, and one for City Hall which
2013	2013	\$36,700	8	Mandatory for conducting elections in conjunction with Ramsey County. Ramsey County facilitates replacments. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be consistent with Ramsey County. (Five ballot markers, one for each precinct, and one for City Hall which
2012	2013	\$36,700	7	Recommend to continue deferring (since 2010). Mandatory for conducting elections in conjunction with Ramsey County. Ramsey County facilitates replacments. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be consistent with Ramsey County. (Five ballot
2011	2013	\$35,600	7	Mandatory for conducting elections in conjunction with Ramsey County. There is a Federal requirement, the Help America Vote Act, to use an electronic voting system. This is the system used to be consistent with Ramsey County. (Five ballot markers, one for each princint, and one for City Hall which is programmed to accept all precincts, especially useful



ID	107	AssetID		CityID	
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Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Parks Capital
Asset Description	Irrigation - Vermont		
Date Acquire		Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$6,900	17	There is currently no irrigation at Vermont, if this field continues to be a highly used soccer field I would recommend we install irrigation at this field.
2013	2014	\$7,400	17	There is currently no irrigation at Vermont, if this field continues to be a highly used soccer field I would recommend we install irrigation at this field.
2012	2012	\$6,900	17	There is currently no irrigation at Vermont, if this field continues to be a highly used soccer field I would recommend we install irrigation at this field.
2011	2012	\$6,900	17	

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Parks Capital

Asset Description Chairs at Neighborhood Centers

Date Acquire 2001

Purchase Price

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$13,300	12	Neighborhood Center chairs are necessary to host a variety of meetings, events and playground programs. Over time chairs show wear and incur cracks and other deteriorations. Replacement is necessary to allow for continued rentals. Life expectancy and cost were calculated by past experience and market rates. Reduced due to tax
2013	2013	\$14,200	12	Neighborhood Center chairs are necessary to host a variety of meetings, events and playground programs. Over time chairs show wear and incur cracks and other deteriorations. Replacement is necessary to allow for continued rentals. Life expectancy and cost were calculated by past experience and market rates.
2012	2013	\$14,700	12	Neighborhood Center chairs are necessary to host a variety of meetings, events and playground programs. Over time chairs show wear and incur cracks and other deteriorations. Replacement is necessary to allow for continued rentals. Life expectancy and cost were calculated by past experience and market rates.
2011	2013	\$15,100	12	

ID 235

AssetID

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Parks Capital

Asset Description Gazebo - Veteran's

Date Acquire 1989

Purchase Price \$21,683.38

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$37,100	25	Gazebo at Veterans park. Used by general public and by rental groups for weddings and other events.(CW)
2013	2014	\$39,400	25	Gazebo at Veterans park. Used by general public and by rental groups for weddings and other events.(CW)
2012	2014	\$39,400	25	
2011	2014	\$40,600	25	



ID 258

AssetID 387

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Parks Capital
Asset Description	Park signs		
Date Acquire	1990	Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$32,000	15	New signs identifying parks in New Brighton. Some parks would need more than one sign. (CW)
2013	2014	\$32,800	15	New signs identifying parks in New Brighton. Some parks would need more than one sign. (CW)
2012	2014	\$32,800	15	
2011	2014	\$33,800	15	



ID	228	AssetID		CityID	
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Capital Replacement Justification Form

Current Asset Detail

Fund **Non-Fleet**

Department **Parks Capital**

Asset Description **Playground - Innsbruck**

Date Acquire **1995**

Purchase Price **\$33,924.76**

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$45,000	15	Playground used by park users and daycares.(CW) We will look into the retrofit process in 2014, next cycle we need to increase cost to replace whole structure. (CW 2013)
2013	2014	\$46,400	15	Playground still in good shape as of 2011. Will move replacement year to 2014.(CW)
2012	2013	\$41,200	15	Playground still in good shape as of 2011. Will move replacement year to 2013.(CW)
2011	2012	\$38,300	15	Playground still in good shape as of 2011. Will move replacement year to 2012.(CW)



ID **229**

AssetID **345**

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Parks Capital

Asset Description Playground - Meadow Wood

Date Acquire 1999

Purchase Price \$33,804.81

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$42,000	15	Playground used by park users and daycares.(CW) In 2014 we will look at a retrofit process, in next cycle increase replacement cost to cover a new entire playground. (CW)
2013	2014	\$43,300	15	Playground at Meadowwood park. Heavily used by park users and daycares surrounding the park.(CW)
2012	2014	\$39,400	15	
2011	2014	\$40,600	15	



ID 255

AssetID 343

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Community Center

Asset Description Carpeting - leased space areas

Date Acquire 2005

Purchase Price

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$30,000	7	Carpeting is an inexpensive flooring option for rooms and hallways. The leased space has been heavily used in the past and carpeting must be replaced on a regular basis. Life is based on past experience, cost is based on current market rates.
2013	2013	\$30,000	7	Carpeting is an inexpensive flooring option for rooms and hallways. The leased space has been heavily used in the past and carpeting must be replaced on a regular basis. Life is based on past experience, cost is based on current market rates.
2012	2012	\$30,000	7	Carpeting is an inexpensive flooring option for rooms and hallways. The leased space has been heavily used in the past and carpeting must be replaced on a regular basis. Life is based on past experience, cost is based on current market rates.
2011	2012	\$37,100	7	Carpeting is an inexpensive flooring option for rooms and hallways. The leased space has been heavily used in the past and carpeting must be replaced on a regular basis. Life is based on past experience, cost is based on current market rates.



ID 138

AssetID

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Community Center

Asset Description WATER SOFTNER

Date Acquire 1994

Purchase Price

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$6,100	17	The water softner provides soft water for the NBCC including the showers. Soft water is necessary for customer satisfaction. Life is based on past experience, cost is based on current market rates.
2013	2013	\$6,100	17	The water softner provides soft water for the NBCC including the showers. Soft water is necessary for customer satisfaction. Life is based on past experience, cost is based on current market rates.
2012	2012	\$6,100	17	The water softner provides soft water for the NBCC including the showers. Soft water is necessary for customer satisfaction. Life is based on past experience, cost is based on current market rates.
2011	2011	\$6,100	17	The water softner provides soft water for the FSC including the showers. Soft water is necessary for customer satisfaction. Life is based on past experience, cost is based on current market rates.



ID 137

AssetID 791

CityID

Capital Replacement Justification Form

Current Asset Detail

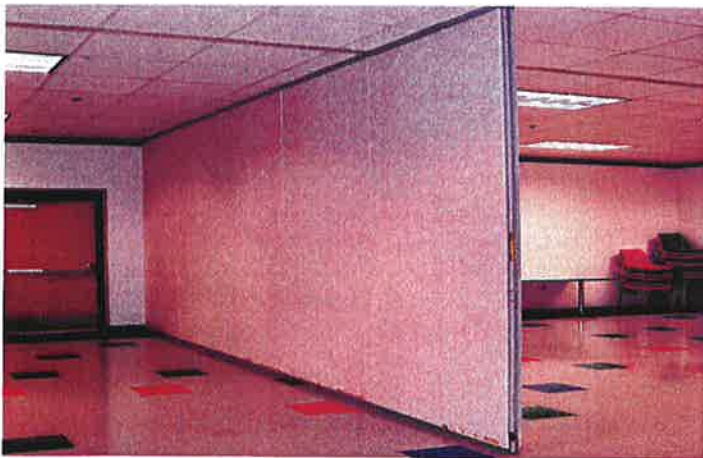
Fund Non-Fleet Department Community Center

Asset Description Divider Walls

Date Acquire 2004 Purchase Price \$61,968.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$76,100	10	Divider walls separate the Community Room into two rooms and Room 100 into four rooms resulting in additional revenue through rental options. Heavy use requires replacement of walls. Currently in fair condition with mutiple tears and stains. Life is based on past experience, cost is based on current market rates.
2013	2014	\$78,400	10	Divider walls separate the Community room into two rooms and Room 100 into four rooms resulting in additional revenue through rental options. Heavy use requires replacement of walls. Currently in fair condition with mutiple tears and stains. Life is based on past experience, cost is based on current market rates.
2012	2014	\$80,800	10	Divider walls separate the Community room into two rooms and Room 100 into four rooms resulting in additional revenue through rental options. Heavy use requires replacement of walls. Currently in fair condition with mutiple tears and stains. Life is based on past experience, cost is based on current market rates.
2011	2014	\$80,800	10	Divider walls separate the Community room into two rooms and Room 100 into four rooms resulting in additional revenue through rental options. Heavy use requires replacement of walls. Currently in fair condition with mutiple tears and stains. Life is based on past experience, cost is based on current market rates.



ID 141

AssetID 773

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund **Non-Fleet**

Department **Community Center**

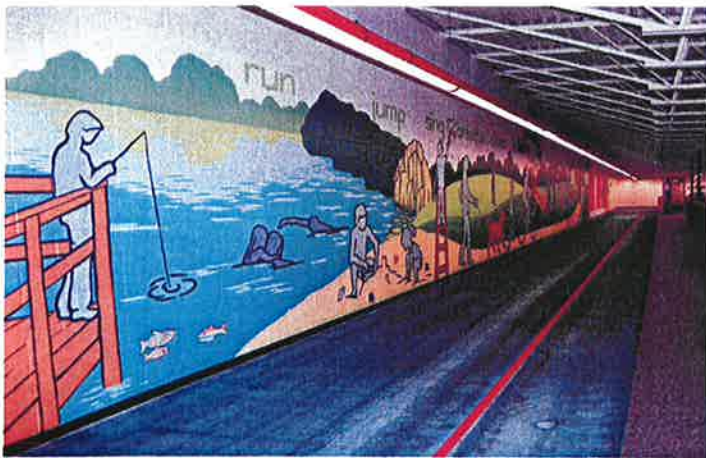
Asset Description **Indoor Track**

Date Acquire **1994**

Purchase Price

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$53,900	20	The indoor track is 160 yards long and is made out of a rubber material much softer than an outdoor surface. The track is a unique feature which sets us apart from many other fitness clubs and is highly used by members. Track is currently showing wear and discoloration from continuous use and cleaning. Life is based on wear, cost is based on
2013	2015	\$55,500	20	The indoor track is 160 yards long and is made out of a rubber material much softer than an outdoor surface. The track is a unique feature which sets us apart from many other fitness clubs and is highly used by members. Track is currently showing wear and discoloration from continuous use and cleaning. Life is based on wear, cost is based on
2012	2014	\$55,500	20	The indoor track is 160 yards long and is made out of a rubber material much softer than an outdoor surface. The track is a unique feature which sets us apart from many other fitness clubs and is highly used by members. Track is currently showing wear and discoloration from continuous use and cleaning. Life is based on wear, cost is based on
2011	2014	\$55,600	20	The indoor track is 160 yards long and is made out of a rubber material much softer than an outdoor surface. The track is a unique feature which sets us apart from many other fitness clubs and is highly used by members. Track is currently showing wear and discoloration from continuous use and cleaning. Life is based on wear, cost is based on



ID **145**

AssetID

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Police
Asset Description	Night Vision Enforcer		
Date Acquire	2000	Purchase Price	\$5,228.96

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$5,000	12	Allows nighttime observation of subjects to assist with the apprehension during in-progress crime.
2013	2013	\$5,000	12	Allows nighttime observation of subjects to assist with the apprehension during in-progress crime.
2012	2013	\$5,200	12	Allows nighttime observation of subjects to assist with the apprehension during in-progress crime.
2011	2012	\$5,200	12	Allows nighttime observation of subjects to assist with the apprehension during in-progress crime.



ID	177	AssetID	9	CityID	
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Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Police

Asset Description Radar Units (6 units)

Date Acquire 2001

Purchase Price \$10,933.83

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$12,700	10	Used for traffic speed enforcement. Based on maintenance/reliability have extended lifecycle and postponed replacement since 2010.
2013	2013	\$13,500	10	Used for traffic speed enforcement. Based on maintenance/reliability have extended lifecycle and postponed replacement since 2010.
2012	2012	\$13,000	8	Used for traffic speed enforcement. Request remaining from 2010.
2011	2012	\$13,000	8	Used for traffic speed enforcement. Request remaining from 2010.



ID 178

AssetID 11

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Police
Asset Description	Taser X-26		
Date Acquire	2008	Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$9,700	6	Quantity 10. Less-than-lethal use of force device limits peace officer and subject injury by avoiding direct physical contact during confrontations.
2013	2014	\$10,300	6	Quantity 10. Less-than-lethal use of force device limits peace officer and subject injury by avoiding direct physical contact during confrontations.
2012	2014	\$29,500	6	Less-than-lethal use of force device limits peace officer and subject injury by avoiding direct physical contact during confrontations.
2011	2014	\$29,600	6	Less-than-lethal use of force device limits peace officer and subject injury by avoiding direct physical contact during confrontations.



ID 188

AssetID

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Fire

Asset Description nozzles (8)

Date Acquire 2004

Purchase Price

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$5,800	5	Used for fire suppression to apply water in heated environments. Units to be placed on new fire apparatus as they are purchased.
2013	2014	\$5,800	5	Used for fire suppression to apply water in heated environments. Units to be placed on new fire apparatus as they are purchased.
2012	2014	\$5,800	5	Used for fire suppression to apply water in heated environments. Units to be placed on new fire apparatus.
2011	2014	\$5,700	5	Used for fire suppression to apply water in heated environments. Units to be placed on new fire apparatus.



ID 161

AssetID 738

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund Non-Fleet

Department Fire

Asset Description Medtronic Lifepak 1000 AEDs (5)

Date Acquire 2009

Purchase Price

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$14,200	10	Request remaining from 2008. Cardiac arrest accounts for 50% of fire service fatalities, providing firefighters with an AED would help address this. NFPA 1710 recommends that a fire department's emergency medical response capability include equipment to deploy at the first responder level with AED.
2013	2019	\$13,750	10	Request remaining from 2008. Cardiac arrest accounts for 50% of fire service fatalities, providing firefighters with an AED would help address this. NFPA 1710 recommends that a fire department's emergency medical response capability include equipment to deploy at the first responder level with AED.
2012	2019	\$13,100	10	Request remaining from 2008. Cardiac arrest accounts for 50% of fire service fatalities, providing firefighters with an AED would help address this. NFPA 1710 recommends that a fire department's emergency medical response capability include equipment to deploy at the first responder level with AED.
2011	2019	\$13,100	10	Request remaining from 2008. Cardiac arrest accounts for 50% of fire service fatalities, providing firefighters with an AED would help address this. NFPA 1710 recommends that a fire department's emergency medical response capability include equipment to deploy at the first responder level with AED.



ID 175

AssetID

CityID

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Golf
Asset Description	Well PUMP MOTOR/MAINTENANCE		
Date Acquire	2004	Purchase Price	\$9,533.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$18,500	5	Well company pulls and inspects well for any damage or wear problems. Helps to avoid pump failure. Life based on Well companys recommendation. Many factors weigh in on the life of pump, ie. Drought years, corrosiveness of water, electrical problems. 6/20/2011 Spoke with Mccarthy well, as long as pump is running fine
2013	2013	\$18,000	5	Well company pulls and inspects well for any damage or wear problems. Helps to avoid pump failure. Life based on Well companys recommendation. Many factors weigh in on the life of pump, ie. Drought years, corrosiveness of water, electrical problems. 6/20/2011 Spoke with Mccarthy well, as long as pump is running fine
2012	2013	\$15,500	5	Well company pulls and inspects well for any damage or wear problems. Helps to avoid pump failure. Life based on Well companys recommendation. Many factors weigh in on the life of pump, ie. Drought years, corrosiveness of water, electrical problems. 6/20/2011 Spoke with Mccarthy well, as long as pump is running fine
2011	2012	\$15,500	5	Well company pulls and inspects well for any damage or wear problems. Helps to avoid pump failure. Life based on Well companys recommendation. Many factors weigh in on the life of pump, ie. Drought years, corrosiveness of water, electrical problems.



ID	321	AssetID	755	CityID	
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Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Golf
Asset Description	Security camera's		
Date Acquire		Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$6,400	10	Cameras over cash register and clubhouse. For staff security and safety. 6/21/13 Moved to 2014.(CW)
2013	2014	\$6,600	10	Cameras over cash register and clubhouse. For staff security and safety. 6/21/13 Moved to 2014.(CW)
2012	2013	\$6,400	10	Cameras over cash register and clubhouse. For staff security and safety.
2011	2013	\$6,600	10	Cameras over cash register and clubhouse. For staff security and safety.

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Golf
Asset Description	Security camera's parking lot		
Date Acquire		Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$6,400	10	For security in golf course parking lot. 6/21/13 moved to 2014.(CW)
2013	2014	\$6,600	10	For security in golf course parking lot. 6/21/13 moved to 2014.(CW)
2012	2014	\$6,600	10	For security in golf course parking lot.
2011	2014	\$6,800	10	For security in golf course parking lot.

ID 334 AssetID CityID

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Public Works (shared)
Asset Description	replace 2 post axle engaging truck hoist		
Date Acquire	1992	Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$53,600	21	Replacement due to wear. This hoist is used on the large trucks. The old hoist has only 1-position safety stop. Public Works researching ways to cut costs on the installation, with their help on it.
2013	2014	\$52,000	21	Replacement due to wear. This hoist is used on the large trucks. The old hoist has only 1-position safety stop. Public Works researching ways to cut costs on the installation, with their help on it.
2012	2013	\$46,300	20	Replacement due to wear. This hoist is used on the large trucks. The old hoist has only 1-position safety stop.
2011	2013	\$44,900	20	



ID	202	AssetID	977	CityID	
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Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Public Works (shared)
Asset Description	Hotsy pressure washer		
Date Acquire	2007	Purchase Price	\$5,538.00

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$6,300	7	Pressure washer is located in wash bay, used for hot pressure washing a variety of equipment.
2013	2014	\$6,600	7	Pressure washer is located in wash bay, used for hot pressure washing a variety of equipment.
2012	2014	\$6,700	7	Pressure washer is located in wash bay, used for hot pressure washing a variety of equipment.
2011	2014	\$6,700	7	



ID 203 AssetID CityID

Capital Replacement Justification Form

Current Asset Detail

Fund	Non-Fleet	Department	Public Works (shared)
Asset Description	Gate & operator for PW		
Date Acquire	1994	Purchase Price	

Replacement Detail

Bud Year	Rep. Year	Proj. Rep. Cost	Life	Justification/Purpose/Impacts/Consequences
2014	2014	\$28,200	21	The low bid in 2012 was from Century Fence for \$23,795
2013	2014	\$28,200	21	The low bid in 2012 was from Century Fence for \$23,795
2012	2014	\$28,200	20	
2011	2014	\$28,200	20	

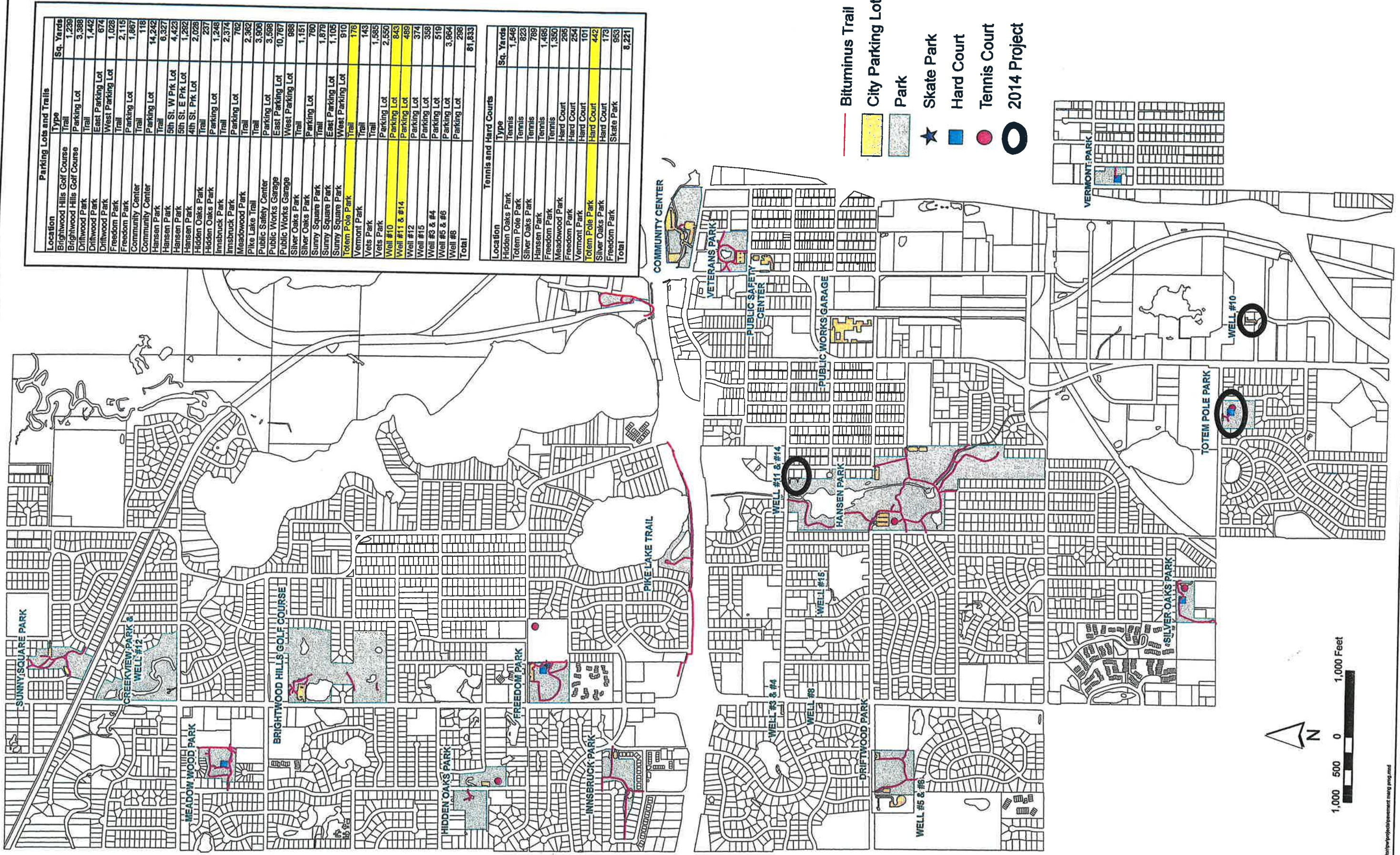


ID	204	AssetID		CityID	
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**2014 BUDGET
PAVEMENT MANAGEMENT FUND
606-40000**

		2011	2012	2013	2014	2014	2014	2014	
		Actual	Actual	Adopted	Dept.	City Mgr	City Mgr	Adopted	% Change
				Budget	Requested	Recommend	13/14	Budget	13/14
REVENUES:									
CHARGES FOR SERVICE									
Taxable Services	6601	0	449	0	0	0		0	
Internal Service Revenues	6610	92,400	96,000	100,200	100,200	104,400	104,400	104,400	
TOTAL		<u>92,400</u>	<u>96,449</u>	<u>100,200</u>	<u>100,200</u>	<u>104,400</u>	<u>104,400</u>	<u>104,400</u>	
MISCELLANEOUS									
Refunds & Reimbursements	7805	0	43,405	0	0	0		0	
Interest Earnings	8801	6,910	4,411	4,500	5,400	4,500	4,500	4,500	
Transfer Fm Fd 421 Cap. Proj.	9980	107,372	191,545	0	0	0	0	0	
Transfer Fm Fd 400 Cap. Proj.	9980	0	4,249	0	0	0	0	0	
Transfer Fm Fd 422 Cap. Proj.	9980	200,000	150,000	100,000	100,000	50,000	50,000	50,000	
TOTAL		<u>314,282</u>	<u>393,610</u>	<u>104,500</u>	<u>105,400</u>	<u>54,500</u>	<u>54,500</u>	<u>54,500</u>	
Total Revenues		<u>406,682</u>	<u>490,059</u>	<u>204,700</u>	<u>205,600</u>	<u>158,900</u>	<u>158,900</u>	<u>158,900</u>	
EXPENSES:									
OTHER									
Capital Outlay Replacements:	6200	253,501	420,891	0					
Parks:									
Freedom - Skate Park asphalt				0	6,900				
Freedom - Hard Court				0	9,600				
Totem Pole- Hard Court					15,200	15,200		15,200	
Totem Pole - Trail					2,700	2,700		2,700	
Total Capital Outlay		<u>253,501</u>	<u>420,891</u>	<u>0</u>	<u>16,500</u>	<u>17,900</u>	<u>17,900</u>	<u>17,900</u>	
Total Expenses		<u>253,501</u>	<u>420,891</u>	<u>0</u>	<u>16,500</u>	<u>17,900</u>	<u>17,900</u>	<u>17,900</u>	
Net Revenues over Expenses		<u>153,181</u>	<u>69,168</u>	<u>204,700</u>	<u>189,100</u>	<u>141,000</u>	<u>141,000</u>	<u>141,000</u>	

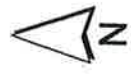
2014 Pavement Management Program



Parking Lots and Trails		
Location	Type	Sq. Yards
Brightwood Hills Golf Course	Trail	1,239
Driftwood Park	Parking Lot	3,388
Driftwood Park	Trail	1,442
Driftwood Park	East Parking Lot	674
Freedom Park	West Parking Lot	1,028
Freedom Park	Trail	2,115
Community Center	Parking Lot	1,867
Community Center	Trail	118
Hansen Park	Parking Lot	14,242
Hansen Park	Trail	6,327
Hansen Park	5th St. W Prk Lot	4,423
Hansen Park	5th St. E Prk Lot	1,292
Hidden Oaks Park	4th St. Prk Lot	2,028
Hidden Oaks Park	Trail	237
Innsbruck Park	Parking Lot	1,248
Innsbruck Park	Trail	2,374
Meadowood Park	Parking Lot	762
Pike Lake Trail	Trail	2,362
Public Safety Center	Trail	3,906
Public Works Garage	Parking Lot	3,588
Public Works Garage	East Parking Lot	10,767
Silver Oaks Park	West Parking Lot	988
Silver Oaks Park	Trail	1,151
Sunny Square Park	Parking Lot	760
Sunny Square Park	Trail	1,878
Sunny Square Park	East Parking Lot	1,105
Totem Pole Park	West Parking Lot	910
Totem Pole Park	Trail	178
Vermont Park	Trail	143
Vets Park	Trail	1,585
Well #10	Parking Lot	2,550
Well #11 & #14	Parking Lot	843
Well #12	Parking Lot	489
Well #15	Parking Lot	374
Well #3 & #4	Parking Lot	358
Well #5 & #6	Parking Lot	519
Well #8	Parking Lot	3,964
Total	Parking Lot	298
Total		81,833

Tennis and Hard Courts		
Location	Type	Sq. Yards
Hidden Oaks Park	Tennis	1,546
Totem Pole Park	Tennis	823
Silver Oaks Park	Tennis	789
Hansen Park	Tennis	1,465
Freedom Park	Tennis	1,350
Meadowood Park	Hard Court	285
Freedom Park	Hard Court	254
Vermont Park	Hard Court	101
Totem Pole Park	Hard Court	442
Silver Oaks Park	Hard Court	173
Freedom Park	Skate Park	953
Total		8,221

- Bituminus Trail
- City Parking Lot
- Park
- Skate Park
- Hard Court
- Tennis Court
- 2014 Project



Scheduled Tax Levies vs Actual Comparison
Debt Study - June, 2013
2014 Budget

<u>Outstanding Bond Issues</u>	<u>Originally Scheduled City-wide Taxes</u>	<u>Actual/Proposed City-wide Taxes</u>	<u>Difference</u>
2007A Imp, Fund # 365	40,335	43,200	(2,865)
2009A Imp, Fund # 366	27,968	32,700	(4,732)
2010A GO PSC, Fund # 324	836,975	393,000	443,975
2011A GO (S/A portion), Fund # 367	53,545	48,200	5,345
2012A GO (S/A portion), Fund # 369	39,205	26,800	12,405
2012A GO (Ref portion), Fund # 370	169,008	150,203	18,805
subtotal	<u>1,167,036</u>	<u>694,103</u>	<u>472,933</u>
Future 2014 Special Assessment Bonds	tbd	114,219	
Total	<u>1,167,036</u>	<u>808,322</u>	

**2014 Budget
Debt Study - June, 2013
Financing Matrix**

Outstanding Bond Issues	Financing Sources:						Total Required for 2014 Debt Service
	Community Reinvestment	Closed Bond	Special Assessments	Investment Earnings	City-wide Taxes	Other	
2007A Imp. Fund # 365		300	5,500	100	43,200		49,780
2009A Imp. Fund # 366			10,100	100	32,700		44,238
2010A GO PSC, Fund # 324	443,200				393,000	2,700	829,525
2011A GO (S/A portion), Fund # 367			11,000	200	48,200		68,606
2011A GO (Ref. portion), Fund # 368		(492)	6,900				155,736
2012A GO (S/A portion), Fund # 369		1,261	8,500	200	26,800		52,245
2012A GO (Ref portion), Fund # 370			17,800	500	150,203		156,348
2014 Special Assess. Bonds		25,781			114,219		140,000
Total Financing	443,200	26,850	59,800	1,100	808,322	2,700	1,496,478

Reserves Used to Lower Debt Service Tax Levies

Year	Closed Bund Fund	Community Reinvestment Fund (1)	Total Reserves	Actual Debt Serv Tax Levy	Total Levy & reserves	% of Total paid w/reserves
2002	80,000	800,970	880,970	1,731,975	2,612,945	33.72%
2003	0	979,178	979,178	1,881,000	2,860,178	34.23%
2004	54,400	1,623,148	1,677,548	1,657,600	3,335,148	50.30%
2005	130,000	968,300	1,098,300	1,305,000	2,403,300	45.70%
2006	140,000	660,000	800,000	1,410,000	2,210,000	36.20%
2007	140,000	877,944	1,017,944	1,418,600	2,436,544	41.78%
2008	184,200	899,700	1,083,900	1,295,700	2,379,600	45.55%
2009	232,000	704,800	936,800	898,700	1,835,500	51.04%
2010	166,154	1,317,203	1,483,357	1,028,600	2,511,957	59.05%
2011	103,200	485,000	588,200	951,600	1,539,800	38.20%
2012	71,784	437,100	508,884	951,600	1,460,484	34.84%
2013	53,731	441,700	495,431	795,500	1,290,931	38.38%
2014	26,850	443,200	470,050	808,322	1,278,372	36.77%
	<u>1,382,319</u>	<u>10,638,243</u>	<u>12,020,562</u>	<u>16,134,197</u>	<u>28,154,759</u>	42.69%

(1) Includes Environmental Restoration Fund, which was closed into the Community Reinvestment Fund in 2005.

CITY OF NEW BRIGHTON, MINNESOTA
COMBINED SCHEDULE OF INDEBTEDNESS
December 31, 2013

	Interest Rates	Issue Date	Final Maturity Date	Earliest Redemption Date
General Obligation Bonds:				
G.O. Improvement Bonds:				
2007A Improvement Bonds	3.70-4.00%	6/1/2007	2/1/2019	2/1/2016
2009A Improvement Bonds	2.00-4.25%	6/17/2009	2/1/2020	2/1/2016
2010A Improvement Bonds	2.00-2.50%	3/18/2010	2/1/2016	N/A
2011A Improvement Bonds	0.50-3.30%	1/28/2011	2/1/2022	2/1/2019
2012A Improvement Bonds	0.35-2.35%	4/24/2012	2/1/2023	2/1/2020
Total G.O. Improvement Bonds				
Tax Increment Bonds:				
2004B Taxable Tax Increment Bonds	3.00-5.10%	10/1/2004	2/1/2013	2/1/2013
2006A Tax Increment Bonds	4.25-5.00%	7/15/2006	2/1/2032	2/1/2018
2007B Tax Increment Bonds	4.00-4.75%	6/1/2007	2/1/2033	2/1/2018
2009A Tax Increment Bonds	2.00-2.50%	6/17/2009	2/1/2013	N/A
2009B Taxable Tax Increment Bonds	1.50-2.50%	6/17/2009	2/1/2013	N/A
2011A Tax Increment Bonds	0.50-1.25%	1/28/2011	2/1/2015	N/A
2011B Taxable Tax Increment Bonds	0.65-2.40%	1/28/2011	2/1/2016	N/A
2012A Tax Increment Bonds	0.35-1.00%	4/24/2012	2/1/2017	N/A
2012B Taxable Tax Increment Bonds	0.70-2.35%	4/24/2012	2/1/2020	2/1/2017
Total Tax Increment Bonds				
Total indebtedness				

Prior Years		Payable 1/1/2013	2013		Payable 12/31/2013	Principal Due In 2014	Interest Due In 2014	Interest Payable to Maturity
Original Issue	Payments		Issued	Payments				
455,000	160,000	295,000	-	40,000	255,000	40,000	9,380	31,480
375,000	70,000	305,000	-	35,000	270,000	35,000	9,837	36,806
4,760,000	1,600,000	3,160,000	-	765,000	2,395,000	785,000	44,125	82,638
1,395,000	310,000	1,085,000	-	370,000	715,000	210,000	13,943	74,385
930,000	-	930,000	-	160,000	770,000	200,000	8,193	45,896
7,915,000	2,140,000	5,775,000	0	1,370,000	4,405,000	1,270,000	85,478	271,205
2,385,000	1,170,000	1,215,000	-	1,215,000	-	-	-	29,865
20,450,000	-	20,450,000	-	235,000	20,215,000	575,000	944,537	10,736,834
14,985,000	-	14,985,000	-	125,000	14,860,000	50,000	647,220	7,943,414
570,000	420,000	150,000	-	150,000	-	-	-	-
1,350,000	990,000	360,000	-	360,000	-	-	-	-
735,000	180,000	555,000	-	180,000	375,000	185,000	3,254	4,441
2,205,000	515,000	1,690,000	-	515,000	1,175,000	530,000	16,783	25,959
1,765,000	-	1,765,000	-	595,000	1,170,000	475,000	11,409	14,753
1,095,000	-	1,095,000	-	40,000	1,055,000	195,000	13,170	48,076
45,540,000	3,275,000	42,265,000	0	3,415,000	38,850,000	2,010,000	1,636,373	18,803,342
\$53,455,000	\$5,415,000	\$48,040,000	\$0	\$4,785,000	\$43,255,000	\$3,280,000	\$1,721,851	\$19,074,547